

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Main report and annexes

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Map of the Project Area



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.

Map compiled by IFAD | 04-11-2024

Abbreviations and Acronyms

AFD	France Development Agency
AfDB	African Development Bank
BRAM	Borrowed Resources Access Mechanism
COSOP	Country Strategic Opportunities Paper's
ECSMP	Environment, Climate and Social Management Plan
EU	The European Union
FAO	United Nations Food and Agriculture Organisation
FFS	Farmer Field School
GoA	Government of Angola
IDA	Institute for Agricultural Development
IFAD	International Fund for Agriculture Development
MAP	Multiphase Adaptive Programme
M&E	Monitoring and Evaluation
MINAGRIF	Ministry of Agriculture and Forest
P/FFS	Pastoral Field School and Farmer Field School
PSC	Project Steering Committee
PWD	People With Disabilities
RDMT	IFAD's Resilience Design and Monitoring Tool
PRODESA	Sustainable Dry Ecosystems Livelihoods Project
SDG	Sustainable Development Goal
SECAP	Social Environment and Climate Assessment Procedures
SHF	Smallholder Farmers
SLM	Sustainable Land Management
SME	Small and Medium Enterprise
UNDP	United Nations Development Programme
UNICEF	United Nations International Children's Emergency Fund
WASH	Water, Sanitation and Hygiene
WB	World Bank
WFP	The World Food program

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

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

Executive Summary

The Sustainable Development for Subsistence Family Farmers Program (PRODESA) is a Multiphase Adaptive Programme (MAP) that aims to contribute to the reduction of multi-dimensional poverty among rural populations in the South and East of Angola.

The Goal of PRODESA is to improve the food and nutrition security of smallholder farmers in the project area, as well as increase their agriculture-derived income by enabling them to connect to agri-food markets. The project vision is to gradually build the production and eventually investment capacity of smallholder farmers, creating a sustainable and vibrant local agro-economy.

The development objective is to improve the food and nutritional security, as well as the income of small-scale farmers and ethnic minority groups while enhancing their resilience capacities to climate change and other shocks and stressors. This is to be achieved through building production know-how (deploying FFS methodologies) and where appropriate supporting farmers to access agri-finance and invest in market-oriented activities, facilitated by targeted entrepreneurial support and local infrastructure investments.

Due to the vast project area with a variety of agroecological zones and livelihood, production and market systems PRODESA has been designed as a MAP allowing for learning and adaptation in approaches between the two phases. The Project duration is set for 11 years, comprised of two implementation Phases, Phase 1 from mid 2025 to mid 2030 and Phase 2 from 2030 to 2036. The Ministry of Agriculture and Forestry (MINAGRIF) will be the lead implementing agency, with the Institute for the Development of Agriculture (IDA) overseeing the project's implementation. The project delivery systems will be integrated into decentralized organizational structures that cascade from the national to communal levels.

PRODESA aligns with The National Development Plan 2023-2027 (PDN) that aims to diversify Angola's economy beyond oil by strengthening the agriculture, livestock, and forestry sectors. The project supports government's goals that include boosting staple crop productivity for food security, enhancing market opportunities, and focusing on agro-industry to achieve self-sufficiency. Key government targets are increasing agriculture's GDP contribution from 9.7% in 2022 to 12.1% by 2027 and 14.1% by 2050.

PRODESA also aligns with the PDN support for Micro, Small & Medium Enterprises (MSMEs), and expanding smallholder agriculture and support for rural processing, technology adoption, and modernized commercial activities across sectors like cereals, horticulture, and cassava.

PRODESA aligns closely with Angola's Country Strategic Opportunities Programme (COSOP) 2019-2024, which focuses on transforming family farming sustainably and inclusively, and will also be aligned with the new COSOP to be approved in 2025 which will pursue a similar strategic direction.

The project is well aligned and complementary to the ongoing initiatives of IFAD and other partners. First, it targets the remaining area of the country that has high need that is not covered by the other projects in the portfolio. In addition, it can leverage market analysis from the Smallholder Agriculture Development and Commercialization Project (SADCP-C&H-SAMAP) to identify investment priorities, while scaling up resilience strategies from the now-closed Agricultural Recovery Project (ARP) for drought-prone areas. Collaboration with partners like the African Development Bank, World Bank, FAO, and UNDP will enhance efforts in market access, sustainable land management, and climate change adaptation.

In agreement with the Government of Angola (GoA), PRODESA will cover the provinces of Cuando-Cubango and Moxico, Lunda Norte and Lunda Sul, and Bie^[1]. These five provinces were selected based on the following criteria: (a) incidence of poverty and level of vulnerability to food and nutritional insecurity; (b) impact of climate change (intensity of rainfall, rainfall variability, or severity of droughts in the area); (c) level of current investment (areas that are underserved by investment and where there is an urgent need to intervene to ensure the resilience of populations that have not benefited from sustainable development interventions in the recent past); (d) the opportunity to create synergies with other ongoing or future interventions in the area; (e) lack of coverage by other IFAD projects in the portfolio.

Under Phase 1, the intervention area of the project covers 31 municipalities out of 164 in the country, selected based on population density and poverty levels.

Under both phases PRODESA mainly targets poor smallholder and agro-pastoralist households that are economically and socially vulnerable, especially those in a situation of food and nutritional insecurity, most of whom grow subsistence crops. A special subcomponent has been designed to also target San people hunter-gatherer groups living in Moxico and Cuando-Cubango.

To improve the targeting of project interventions in the vast project area, the selected provinces are categorised into five farming and market system typologies (elaborated in Annex 14) that demonstrate distinct characteristics and challenges. These typologies have guided the design and targeting of project interventions, as well as the selection of Provinces where Component 2 will focus during Phase 1 to build the ground for further rollout in the phase 2 of the MAP.

In total, under Phase 1 the project plans to reach 462,480 people representing 96,350 households^[5], equivalent to 22% of the total population of the project area, estimated at 1,780,969 people. Through specific targeting strategies, the project will reach 50% women and 30% young people (18-35 years). The project will also pay special attention to marginalised groups (people with

disabilities, and in particular the San and agro-pastoralist minority groups), who will represent 5% of the total direct beneficiaries.

In view of the dynamics observed on the ground, and the different characteristics within the five framing and market system typologies, the direct beneficiaries of the project can be divided into three categories: C.1, C.2, C3 – described in section 2.2.

The Project has 3 Components: (i) Resilient Agricultural Farming and Livelihood Systems; (ii) Improved Connectivity and Access to Markets; and (iii) Institutional Strengthening, Policy Support and Implementation Support Services.

The project Theory of Change is that: **If** the target group participate in community capacity building and planning and identify livelihood resilience strategies to be reflected in FFS/APFS curricula and investments, participate in the FFS/APFS training and other tailored production support, and adopt the improved regenerative and diversity-based production practices and technology, and if they participate in the business development training, develop their cooperative funds (caixa comunitaria), effectively utilise the investment offers, and use the new infrastructure for accessing markets; **then** they will diversify and increase their productivity (despite shocks) and generate greater agricultural surplus, which they can then sell for improved profits, within better-developed value chains and market channels. **If** they do so, **then** this will result in improved food security and nutrition and greater household income.

PRODESA will reach a total of 96,350 beneficiary households (462,480 people) half of which will be women and 30% youth, with a target of increasing the incomes of 80% of beneficiaries.

Component	Targeting Criteria / Beneficiaries	Outreach determination	Women (50%)	Youth (30%)
Component 1: Resilient Agricultural Farming and Livelihood Systems		93,600	46,500	28,080
Component 2: Improved connectivity and access to markets.		2,750	1,375	825
Total Beneficiary Households		96,350	48,175	28,905
Total Beneficiaries People		462,480	231,240	138,744

PRODESA mainstreaming themes include nutrition, youth and climate finance. For each of these themes, the following mandatory Indicators from the IFAD Core Indicator framework at output and outcome levels have been integrated in the project logical framework. The CI 1.1.8 and CI 1.2.8 for Nutrition sensitive; the CI 2.2.1 for youth sensitive; and the CI 1.1.1, CI 3.1.1, and CI 3.2.2 for Climate finance. The respective targets have been specified in the logical framework, in Annex 2.

Chapter 1: Context

1.1 Project in brief

- Political Developments:** Since its civil war ended in 2002, Angola has seen political changes, notably the peaceful transition of power in 2017 to President João Lourenço. However, the country still struggles with corruption and inefficiencies. Efforts to combat corruption have shown some progress in improving transparency and governance.[\[1\]](#)
- The Sustainable Development for Subsistence Family Farmers Program (PRODESA) is a Multiphase Adaptive Programme (MAP) that aims to contribute to the reduction of multi-dimensional poverty among rural populations in the South and East of Angola. The development objective is to improve the food and nutritional security, as well as the income of small-scale farmers and ethnic minority groups in the South and East of Angola while enhancing their resilience capacities to climate change and other shocks and stressors. The Project duration is for 2025-2036, comprised of two implementation Phases, Phase 1 will run from 2025-2030 and Phase 2 incorporating lessons learned from phase 1 will run from 2030-2036. Under the principles of MAPs approved by the IFAD Executive Board in September 2024, this Project Design Report outlines in detail the first phase, while providing the broad parameters for the second phase (section 2.6) to be approved at a later date. Total project costs for the first phase are USD73M for which IFAD provides a loan of USD38.54M. The Ministry of Planning, the Ministry of Finance and the Ministry of Agriculture and Forestry (MINAGRIF) will provide oversight at national level and the Institute for the Development of Agriculture (IDA) has been appointed by the GoA as the Lead project Implementing Agency at national and provincial levels.

1.2 National or Regional Context

3. **Political Developments:** Since its civil war ended in 2002, Angola has seen political changes, notably the peaceful transition of power in 2017 to President João Lourenço. However, the country still struggles with corruption and inefficiencies. Efforts to combat corruption have shown some progress in improving transparency and governance.[\[4\]](#)
4. **Economic Developments:** Angola's is a Lower Middle-Income Country whose economy is heavily dependent on oil, which introduces significant volatility due to fluctuating global oil prices. This reliance without economic diversification creates challenges in achieving stable, sustainable growth. Reforms have targeted macroeconomic stability and governance, but the economy suffered a slow-down in oil exports and increase in debt service and fuel subsidies due to a 40% currency depreciation in May-June 2023. Inflation surged to 24% in early 2024, driven by food prices. The government is working on economic diversification to reduce dependence on oil.[\[5\]](#)
5. The economy saw modest recovery post-COVID pandemic, with real GDP growing by 3% in 2022 due to high oil prices. However, the economy faced challenges in 2023, with GDP growth at 1%. Oil sector performance declined, while the non-oil sector showed slight improvement. Angola also exited OPEC in December 2023 over production quota disputes.[\[6\]](#) For 2024, the IMF forecasts 3% GDP growth, driven by non-oil sector performance. Inflation is expected to remain high at 22.3%.[\[7\]](#)
6. **Social Developments:** Angola faces high poverty and inequality, with its Gini Coefficient score of 51.3 one of the highest in the world.[\[8\]](#) while youth unemployment stands at 58%. The government has implemented social protection programs, but progress remains slow.[\[9\]](#)
7. **Stage in Transition and Fragility:** Angola is in a post-conflict transition, focusing on economic diversification and social stability. Heavy reliance on oil and food import (US\$ 3billion in 2022), and climate change impacts contribute to its fragility. Conflict sensitivity, especially around natural resources governance, is critical to building resilience.[\[10\]](#)
8. **Poverty, Food Security, and Agriculture: Poverty (SDG1):** Over half of Angola's population of around 37 million lives on less than \$2.15 per day, especially in rural areas. The government is working to reduce poverty through social protection programs and economic diversification. **Food Security (SDG2):** Angola faces food security challenges, worsened by high dependency on food import, climate change and drought. With the severe drought caused by El Niño currently affecting food production for six consecutive years in southern Africa, around 1.8 million people in the dry southern provinces of Angola are food insecure, with Cuando Cubango being moderately affected. Even though the other provinces covered by the PRODESA are not affected by the drought, food insecure communities can be found in rural areas throughout the country and households in the PRODESA provinces are getting less attention with most donor funding going to the emergency in the south. Efforts to boost food security include improving agricultural productivity and supporting smallholder farmers.[\[11\]](#)
9. **Smallholder Agriculture:** Only 10% of Angola's arable land is cultivated with rural land still contaminated by the more than 1100 known and suspected minefields. According to FAO 80 percent of Angolan farmers are smallholders producing around 80 percent of all agricultural products. Smallholder farmers and in particular nomadic people including hunter-gatherer and agropastoralists are mostly dependent on local customary land governance systems without formalised titles. The Angola 2004 Land Law lacks implementation leaving most rural communities, cooperatives and farmers without land user right titles. This makes them vulnerable to loss of farm and pasture land in areas where pressure on land is high and it in general prevents them from accessing loans. Revitalizing smallholder agriculture is a key focus for diversifying the economy and increase food security, with initiatives targeting clearing of minefields, irrigation improvements, capacity building through FFS, land governance and titling, and rural infrastructure development.[\[12\]](#)
10. **National Strategies: National Development Plan 2023-2027:** This plan focuses on economic diversification, reducing inequality, and modernizing infrastructure. Key policy gaps include stronger social protection measures and effective diversification strategies.[\[13\]](#) **Angola 2025 Strategy:** This long-term plan aims to reduce poverty and enhance food security through rural development and agricultural support, emphasizing sustainable development and rural empowerment. **Climate Change Strategy:** Angola's climate strategy aligns with the Paris Agreement, aiming to build resilience and promote sustainable environmental practices.[\[14\]](#)
11. **Key Actors and Institutional Arrangements:** Angola's development involves stakeholders such as government agencies, international organizations, and civil society. Key players include the African Development Bank, World Bank, and UN agencies, with ministries overseeing areas like agriculture, environment, fisheries, and industry playing crucial roles. Multi-stakeholder platforms are essential for implementing the 2030 Agenda and fostering inclusive development.[\[15\]](#)

1.3 Strategic Alignment

12. The proposed project aligns closely with Angola's **Country Strategic Opportunities Programme (COSOP) 2019-2024**, which focuses on transforming family farming sustainably and inclusively, and will also be aligned with the new COSOP to be approved in 2025 which will pursue a similar strategic direction. Key objectives of the current COSOP include increasing production and commercialization through access to resources and climate-resilient practices, promoting agricultural value chains and rural employment, and strengthening institutional and community capacities to empower rural populations. The project also supports Angola's National Development Plan (NDP) and the Medium-Term Development Plan for the Agrarian Sector (PDMPSA), emphasizing economic diversification through agriculture. The project's focus on capacity-building and climate-resilient practices aligns with COSOP's priorities for sustainable production. The project contributes to Angola's climate commitments under the National Adaptation Programme of Action (NAPA) and Nationally Determined Contributions (NDCs), while aligning with the Integrated Municipal Programme for Rural Development and Poverty Reduction by focusing on improving the production and market access for small-scale producers increasing their resilience and pathways out of poverty. It is foreseen that 30% of PRODESA's beneficiaries will be young people to support the implementation of the GoA's Strategic Plan for the Integral Development of Youth 2024-2027, which includes provision of technical and vocational training and support for entrepreneurship to reduce youth unemployment including in agriculture. Through production basin diagnostics at municipal level the project will generate data for the "Information System on Food and Nutrition Security (SISAN)" (axis 5 of the National Strategy on Food and Nutrition Security 2010-2025)
13. PRODESA will be contributing to the UNSDCF in several key areas central to the UNSDCF's commitment to sustainable development and poverty reduction in Angola. Both PRODESA and the UNSDCF are aligned with Angola's National Development Plan 2023-2027, which emphasizes the diversification of the economy beyond oil by strengthening agriculture, livestock, and forestry sectors. PRODESA aims to reduce poverty among rural populations in South and East Angola by improving food security and increasing income for smallholder farmers through enhanced production capacity, climate resilience, and market access. This directly supports UNSDCF's focus on economic diversification and climate resilience, contributing to the broader goal of sustainable development. Both PRODESA and UNSDCF emphasize the importance of partnerships, community ownership, and sustainable development through innovative financing and participatory approaches. This shared emphasis ensures that development efforts are collaborative, locally driven, and sustainable, contributing to Angola's progress towards the Sustainable Development Goals (SDGs).
14. The project is well aligned and complementary to the ongoing initiatives of IFAD and other partners. First, it targets the remaining area of the country that has high need that is not covered by the other projects in the portfolio. In addition, it can leverage market analysis from the Smallholder Agriculture Development and Commercialization Project (SADCP-C&H-SAMAP) to identify investment priorities, while scaling up resilience strategies from the now-closed Agricultural Recovery Project (ARP) for drought-prone areas. Collaboration with partners like the African Development Bank, World Bank, FAO, and UNDP will enhance efforts in market access, sustainable land management, and climate change adaptation.
15. Key partners include government agencies, development organizations, and local entities. The Ministry of Agriculture and Forestry (MINAGRIF) will lead the project, with support from the Ministry of Environment (MINAMB) on climate and environmental issues. Development partners such as the African Development Bank (AfDB), World Bank, FAO, and UNDP will provide parallel financing, complementary operations and technical support. The World Bank is financing the MOSAP III currently being implemented by IDA in Bié and Cuando Cubango with which the PRODESA will collaborate directly on FFS curricula and lessons learned including on the graduation approach, building institutional capacities of IDA/EDA, and on achieving additional FFS outreach. In addition, the World Bank and AFD is financing the RECLIMA project that has just started implementation by the Ministry of Energy and Water including in Cuando Cubango. It will develop municipal water management plans and implement investment in water infrastructure. PRODESA will coordinate with these investments and where relevant create complementarities with the Community Resilience Project Action Plans to be developed and implemented under PRODESA. The AfDB has participated in the PRODESA design mission, and several meetings has been held subsequently to align the PRODESA design with the new AfDB investment project currently under design for Cuando Cubango and Moxico. This new AfDB project will provide parallel financing primarily for rural infrastructure complementing PRODESA's investments in strengthening production, aggregation and marketing capacities. FAO may support in upgrading curricula and training master trainers for FFS.
16. Local implementation will rely on provincial and municipal governments, NGOs, and farmer organizations. These partnerships ensure the project aligns with IFAD's strategic goals, leverages synergies with existing programs, and engages a broad network of stakeholders for successful implementation. Further details on the strategic alignment are provided in Appendix IV, key table 3.

1.4 Portfolio and Lessons Learned

17. IFAD has been working in Angola to improve rural livelihoods and food security and nutrition, boost agricultural productivity, and reduce poverty, particularly in remote and underdeveloped regions since the 1990s. IFAD's strategy aligns with Angola's goal to diversify its economy beyond oil and reduce its reliance on food import by focusing on agricultural development. This includes enhancing smallholder farmers' productivity, improving rural infrastructure, providing training in and technologies for climate resilient agriculture, and promoting gender and youth inclusion in agriculture and rural development.
18. IFAD supports the Government of Angola (GoA) through two key agriculture sector projects: the Smallholder Resilience Enhancement Project (SREP) completed in December 2024, and the Smallholder Agriculture and Commercialization Project in Cuanza Sul and Huíla Provinces (SADP-C&H-SAMAP) completing in March 2029, along with the recently approved Artisanal Fisheries and Aquaculture Project Phase 2 (AFAP-II). SREP focused on enhancing food and nutrition security through improved agricultural productivity and resilience and was completed early with reallocation of funds to PRODESA and AFAP due to slow project start-up that, however, picked up significantly in its last year. SAMAP aims to diversify the economy, increase smallholder

productivity, and improve livelihoods and food security.

19. Key lessons from SREP and SAMAP have shaped the design of PRODESA (Programme for Rural Development and Economic Diversification in Angola). For example:
20. **Community Involvement** and **Cultural Integration** highlighted as key to successful implementation in the previous interventions have been adopted in PRODESA via a **Participatory community planning process**. Actively involving local communities ensures the relevance, ownership and responsiveness of interventions, tailoring interventions to local socio-cultural, production and agroecosystem contexts which ensures greater impact. The lack of the implementation of a community planning process in the first years of SREP, was one of the reasons for its early cancellation. Without this process the PMU were struggling with understanding the real needs in the communities supposed to be targeted by the project. This led to no progress in the implementation of water and road infrastructure since there was no entry point for the investment identification with the communities. **Inclusive Targeting** is key to engagement. For example, PRODESA will finance literacy classes, nutrition education, and promote women empowerment in MSME development, as part of its approach to support vulnerable rural households. Likewise, PRODESA has a specific subcomponent for the San nomadic people recognizing their specific livelihood needs and opportunities and ensuring they are not left out.
21. To ensure sustainability of the investments in production, and in line with the lessons from IFAD interventions, PRODESA will put **Climate Change Adaptation** and **Land Access and sustainable management** at the heart of Component 1, supported by climate-resilient infrastructure, under Component 2 to safeguard the long-term sustainability of the results and create conditions and capacity for further investments and growth. Ensuring legal land ownership for beneficiaries is critical before initiating investments and seeking co-financing, and PRODESA will prioritize the formalization of land-use rights.
22. **The Farmer Field School approach works well in Angola** demonstrated in SREP where the FFS component was the only activity successfully implemented in the first project years where the project was otherwise affected by serious implementation challenges. FFS is the main extension approach in IDA/EDA and has for years been supported by the World Bank (MOSAP I and II), the AfDB, IFAD (MOSAP, SAMAP, SREP) and FAO. PRODESA will also use the FFS approach taking advantage of that Bié, that has been exposed to the FFS approach through MOSAP, can now serve as an example for IDA/EDA in other provinces and implement the approach directly without the need to hire a service provider reducing the costs, which is reflected in the PRODESA design and budget. The FFS approach in Angola has an interesting graduation pathway that supports the groups to build on the social capital created through their joint learning experience and become commercial cooperatives as they succeed in increasing their surplus production and using *caixas comunitarias* (community funds). These funds are a key initial financial instrument managed first by the FFS and subsequently by the cooperatives, that allows them to make small investments to grow their business and as they mature to leverage other financing sources. This graduation approach is ideal for PRODESA linking its component 1 supporting FFS graduation and component 2 supporting value addition and marketing.
23. **Multi-Stakeholder Engagement and development of Market Linkages** is also an important take-away from existing interventions, thus PRODESA aims to engage from the onset different public institutions, beyond agriculture, that work on trade and finance, as well as private sector players, NGOs, and community groups to develop effective value chain engagement and private sector buy-in for the creation of commercial linkages between small-scale producers, processors and off-takers at local level, necessary to drive the adoption of improved agricultural practices and the to ensure the return on production investments.
24. The need for **Project Design Simplicity**, given the challenging implementation context, is another key lesson which has been taken onboard in the PRODESA design, with a clear structure and interlinkages between the components aimed at creating a clear and straightforward logic and roll out of the intervention. For example, Component 1 builds the capacity for resilience and productivity of local farmers, while Component 2 supports those that have the maturity and wish to create commercial entities and enter the market via the provision of co-financing mechanisms tailored to support productive investments. Even though the SREP design had a logic between its activities, this was not clearly laid out in a sequencing of the activities in the PDR. This combined with limited capacities of the selected project coordinator negatively impacted project implementation, with the PMU not knowing where to start. In section 2.5 of this PDR a table has been included that lays out the phasing of key activities in the five project provinces across the two main components.
25. **Government Capacity Building** has been a strong theme across the IFAD portfolio and in PRODESA. Strengthening government institutions through investment in capacity building for agri-extension and management is central to the implementation of Component 1 focusing on the extension officers that will actually support the project implementation and the capacity of IDA as the main implementing agency to deliver impactful results on the ground.
26. **Synergies with Other Investments** is essential for PRODESA success, building on SREP and SAMAP examples to align with other donor-funded initiatives for greater impact, especially when covering extensive geographical areas and a broad range of activities. For example, from the offset PRODESA will align the design with the forthcoming agriculture sector interventions of AfDB in the same provinces, by designing for parallel financing based on collaboration and coordination with regards to complementary investment strengths and priorities.
27. **Benefits of MAPs**: Based on the experience of IFAD and other Multilateral Development Banks, MAPs offer the benefits of longer-term planning and predictable usage of funds, while also offering flexibility for adjustment between phases based on changing context.
28. **Project Management**: Implementation capacities in IDA have been inconsistent and specially the SREP project suffered from various challenges that have been discussed with the GoA and mitigation measures have been agreed:
29. Lack of project coordination and strategic leadership and timely contracting of project staff will be mitigated through competitive recruitment of the entire PMU and TA positions with core staff to be hired before project start-up. The recent competitive recruitment of the AFAP2 project team before its start-up is a good example of this best practice now used by the GoA.

30. Limited understanding of the project in the project team and in IDA will be mitigated through strong support from IFAD at project start-up ensuring PMU ownership and understanding of the PIM, and the competitive recruitment of PMU staff to ensure high quality and commitment
31. High project complexity causing implementation challenges. SREP had 7 provinces in two distinct and distant geographical regions. PRODESA will be working in the 5 consecutive eastern provinces of Angola. To manage the socio-economic, cultural and production system-related differences across these provinces the design has been targeted using a categorisation of the project area into five farming and market system typologies (elaborated in section 2.2 and Annex 14). In addition, the PRODESA interventions will spread in two phases (MAP) with the first phase primarily focussing on component 1. Component 2 activities will only be implemented in Bié and Cuando Cubango North and Moxico where the World Bank MOSAP III project and JICA have already started building local project implementation capacities. Particularly the Bié strong local expertise and experience will be crucial in setting up the financing mechanism in component 2 benefitting also the other two provinces. In the Phase 1, the expected project outcomes envisage beneficiaries to achieve a more diverse, resilient, and increased agricultural production and productivity, improved connectivity and access to markets, as well as improved regulatory and policy environment enabling consolidation and scaling up in the second phase. The PDR outlines in detail the first phase, while providing the broad parameters for the second phase to be approved later. Altogether, a significantly different approach to the approach used in SREP.
32. SREP had 2 international co-financiers: AFD and BADEA, that did not materialize jeopardizing project implementation. PRODESA has been designed with funds from IFAD and the GoA. Even though co-financing is foreseen from the Adaptation Fund and close coordination is on-going with parallel financing from the AfDB, none of these sources are crucial for the start-up and implementation of PRODESA.
33. Lack of coordination of roles and responsibilities between the provincial and central level and limited room for decision making of the PMU for day-to-day smooth operation will be mitigated through the decentralization of the PRODESA PMU to be based in Saurimo. This is a new approach to attract more locally committed staff closer to all provinces participating in the project. At the same time a delegation of authority to the PMU with oversight from IDA, has been agreed to ensure its smooth operation.
34. **Non-Competitive Recruitment Processes:** Implementing transparent and competitive recruitment processes can attract more qualified personnel, thereby improving project performance. Investing in training and capacity-building programs for existing staff can enhance their skills and competencies, mitigating the impact of previous non-competitive recruitment.
35. **Centralized Decision-Making by IDA:** Delegating more to Project Management Units (PMUs) can enable quicker and more efficient decision-making, reducing delays and improving project outcomes. Empowering PMUs with the authority to make certain decisions independently can foster a more responsive and adaptive management structure.
36. **Financial Management:** IFAD's experience in the ongoing portfolio has shown that there are some weaknesses in internal controls and oversight management. Learning from these challenges, under PRODESA, annual performance evaluations based on set Key Performance Indicators (KPIs) will ensure that staff capacity/performance is maintained at a satisfactory level. The extension of contracts will be based on satisfactory performance confirmed by performance evaluations. Finally, detailed internal control arrangements in the Project Implementation Manual (PIM) and frequent internal audits will be carried out to minimize the risk of misuse of funds.
37. **Procurement:** Lack of adequate procurement capacity has contributed to slow rate of project implementation of previously IFAD-funded project in Angola. Early recruitment and capacity building of procurement personnel on the IFAD procurement framework and IFAD procedures at project start up especially for infrastructure works and other complex procurements can contribute to improved procurement implementation.
38. Over-ambitious procurement plans in the first year of project implementation are often not realistically achievable as projects may often involve a drag at start up for various unavoidable reasons. The design of PRODESA will take this into account and ensure the design of realistic procurement plans and procurement packages that are adjusted and flexible considering the Angolan market challenges related to low supply capacity.
39. In the past IFAD experience beneficiaries have raised concerns about delays in infrastructure implementation due to lengthy procurement processes, as issue which will be addressed through timely initiation and close monitoring of procurement of civil works activities during implementation.
40. Finally, learning from past shortcomings, PRODESA will ensure the full integration of SECAP in implementation by linking procurement actions to SECAP requirements in specifications, bidding documents and contract clauses, particularly in infrastructure investments.

1.5 Rationale and IFAD's comparative advantage

Rationale

41. The proposed project addresses key challenges faced by smallholder farmers and rural communities in the eastern part of Angola, including vulnerability to food and nutrition insecurity, uncertain land governance, low productivity, climate vulnerability, and limited access to markets and technical assistance and financial services. It is designed to fit in a complementary way to areas of the country that are underserved by IFAD and other development partners, as part of IFAD's holistic package of support to rural development across the country. Responding to the Government of Angola's request, PRODESA will cover the five eastern provinces of Angola. The PRODESA design is based on differentiated and tailored intervention strategies for addressing the development challenges faced by different typologies of small-scale farming and market systems found in this vast project area (details in section 2.2). Still the design follows a streamlined logic starting in each municipality with a mapping of the production basin as the basis for community selection and participatory diagnostics and planning of project activities at community level. This mapping and planning process defines FFS/APFS curricula content and small investments and where maturity in production exists, they support the selection of key crops for value addition and market integration. In addition, a small but important subcomponent has been included to reach the hunter-gather San people in Cuando Cubango and Moxico tailored to their unique needs, vulnerabilities and way-of-life.
42. With Angola's economy heavily dependent on oil, and reliant on food imports, diversifying through sustainable and climate resilient agriculture is crucial for reducing inequalities and poverty, improving food security and nutrition, and fostering inclusive economic growth. The project aligns with Angola's National Development Plan (NDP) and the Medium-Term Development Plan for the Agrarian Sector (PDMPA), which prioritize economic diversification, rural development, and climate resilience.
43. Due to the vast project area where various small-scale farming, livelihood and production system exists with different needs and maturity for market integration, the project presents a very strong rationale to employ the MAP approach. Given that the project is aiming to advance the agriculture sector in provinces where: IDA/EDA has no or very limited experience with international financed projects; traditional nomadic communities only started farming some 15 years ago and extension services have very low capacities (south of Cuando-Cubango); and provinces primarily dependent on diamond mining where support for small-scale farmers has only recently started (Lunda Norte and Lunda Sul), these regions would benefit from a long-term vision for IFAD support that can also be flexible as the sector develops and evolves and experiences are gained. The long-term vision combined with the phased approach where the assessment of achievements and lessons learned at the end of phase 1 for the detailed design of phase 2 will allow the program to adapt to potential contextual changes (climate, economic and social) as it scales out activities building on implementation, extension, producer and community capacities built during the first phase to achieve broader impact in the second phase. Finally, a longer-term approach is expected to help to attract co-financiers in order to achieve the ambitious financing targets of both phases needed for impacts in this vast project area.

IFAD's Comparative Advantage:

- **Focus on Smallholder Farmers and Experience with Farmer Field Schools (FFS):** IFAD is focused on developing smallholder production systems and promoting sustainable agricultural practices. IFAD's successful implementation of the Farmer Field School (FFS) approach in Angola has enhanced the technical capacities of smallholder farmers, promoting social empowerment and adoption of improved agricultural technologies and practices.
 - **Climate Resilience:** IFAD's expertise in climate resilient agriculture and sustainable land management promoting agroecological and regenerative practices is vital for building smallholder farmers' resilience to climate change and increasing the income and nutrition outcome of their production systems. The project will leverage IFAD's experience in implementing climate-resilient practices and adaptation strategies.
 - **Capacity Building:** IFAD prioritizes capacity building, from individual farmers, their associations and cooperatives to government institutions. This aligns with the project's goal of strengthening institutional and community capacities to ensure sustainable development.
 - **Partnerships and Collaboration:** IFAD has established strong partnerships with government agencies, international organizations, and local NGOs. These collaborations enhance coordination, resource mobilization, and the sustainability of development efforts.
 - **Alignment with National and International Goals:** IFAD's objectives align with Angola's national development priorities and global commitments like the Sustainable Development Goals (SDGs) and the Paris Agreement, ensuring the project supports broader development agendas.
 - **Integrated Approach:** IFAD's holistic approach to rural development combines infrastructure investment, capacity building improving farming practices, and market access, ensuring sustainable impact. The project will benefit from this strategy, addressing multiple dimensions of rural poverty and development.
44. IFAD's comparative advantage lies in its focus on smallholder agriculture, proven methodologies like FFS, emphasis on capacity building, expertise in climate resilience, strong partnerships, alignment with national and international goals, and integrated development. These strengths uniquely position IFAD to successfully implement the project, enhancing agricultural productivity, building resilience, and promoting inclusive economic growth in Angola.

Chapter 2: Project/Programme Description

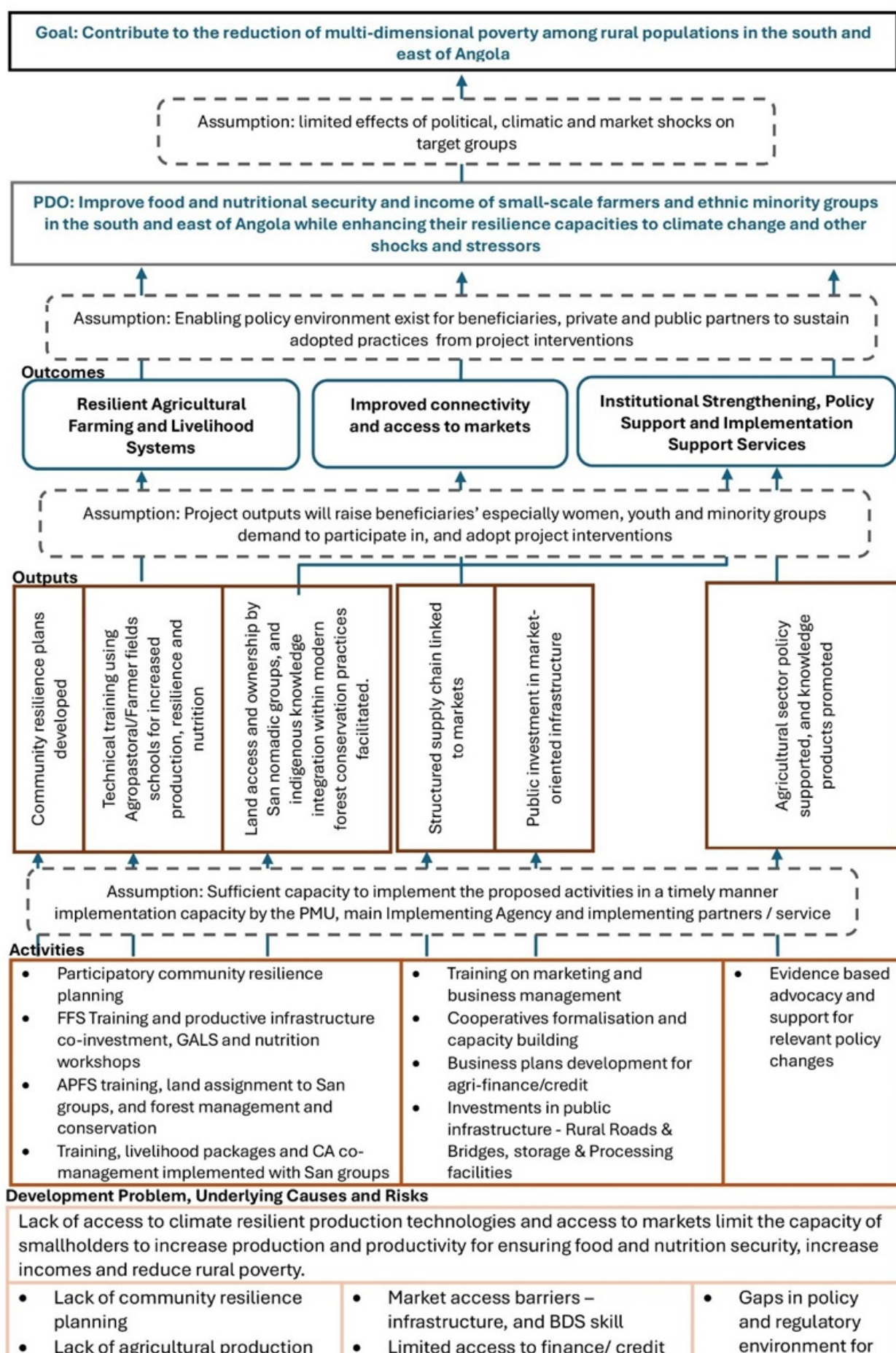
2.1 Theory of Change

45. As presented in the diagram below, the Goal of PRODESA, cutting across both phases, is to contribute to the reduction of multi-dimensional poverty among rural populations in the south and east of Angola and the development objective is to improve food

and nutritional security and income of small-scale farmers and ethnic minority groups in the South and East of Angola while enhancing their resilience capacities to climate change and other shocks and stressors. The project vision is to gradually build the production and food security and nutrition and eventually investment capacity of smallholder farmers, increase their agriculture-derived income by enabling them to connect to agri-food markets and creating a sustainable and vibrant local agro-economy.

46. Under both Phase 1 and 2 PRODESA will address the key problems of food and nutrition insecurity focusing on nutrition gaps in and the resilience of the communities' farming and livelihood systems, production know-how, access to seeds and bio-inputs and technology, as well as market access barriers that currently affect agriculture-related livelihoods. This also includes addressing the low level of entrepreneurial capacity, business skills and lack of agri-finance services starting with producer-groups and cooperatives with higher maturity in Bié, Cuando-Cubango North and Moxico in phase 1 and expanding to the remaining provinces in phase 2. The overall causal pathway of this MAP is that under the first phase production capacity will be enhanced, along with initial market development, in order to pave the way for significant gains in livelihoods and incomes through transformational market development during the second phase.
47. Recognising the vast and diverse project area, the project design is considering 5 main 'typologies' of beneficiaries based on their production and livelihood systems particularities, market connectivity and participation, agricultural risks and opportunities as well as IDA/EDA local capacities to deliver project interventions and roll out.
48. The project will deploy a participatory community planning process to identify local challenges and priorities with regards to sustainable, nutrition sensitive (for detailed nutrition pathways in the project, see section 2.3) and resilient production and productivity as well as agribusiness development that will inform project implementation and a tailored approach to the investments on the ground. The community planning process will include capacity building in nutrition, gender and climate change and resilience. It will also include land-use mapping and identification of linked land and water resources governance issues, degradation trends and drivers (e.g. slash-and burn practices, unsustainable land and water management practices, soil nutrient mining practices, devegetation, and pressure from climate change), and the identification of rehabilitation and regeneration solutions.
49. Under Phase 1, to promote the pathway to *Resilient Agricultural Farming and Livelihood Systems* (Outcome/Component 1), the project will deploy the results from the participatory planning process to define curricula and production investments and use Farmer and Agropastoral Field School (FFS and APFS) to build farmers' capacities in climate resilient, regenerative and nutrition sensitive production practices tailored to the local context and supported by co-investments in productive and climate resilient infrastructure and equipment. The FFS will include the application of the GALS methodology to ensure participation and empowerment of women. The innovative FFS graduation approach used in Angola will be applied where the social capital created in FFS and APFS is further strengthened by providing seed funds and training in managing a community fund (caixa comunitaria) to: promote economies of scale; build capacities to do small investments; and leverage funding from other sources including commercial banks. In addition, as farmers adoption of improved practices and investments increases their production and marketable surplus, they will be provided support in forming cooperatives or other forms of associations strengthening their ability to participate profitably in agricultural supply chains with private sector business partners.
50. To promote the pathway to *Improved Connectivity and Access to Markets* (outcome/component 2) for farmers to increase their incomes from their surplus, business advisory services will be provided to strengthen business management and business plan development skills among performing cooperatives, MSMEs and youth groups. This will be supported by project co-financing of business plans and brokerage with off-taker companies and agri-finance credit providers. To further enhance the outcomes from the increased production, marketing and business skills, strategic investments will be made in the construction of roads and bridges to improve physical market access also during adverse climate conditions for emerging agribusiness and cooperatives. This will help them to be sustainably integrated into local and national markets/ supply chains.
51. Finally, an enabling environment pathway will be supported to ensure *Institutional Strengthening, Policy Support and Implementation Support Services* (Outcome 3) for enabling resilient production and local agri-business investment. This pathway focuses on strengthening the policy and regulatory frameworks for climate adaptation and natural resource management (for example, preventing use of slash and burn/shifting cultivation and support sustainable soil management) and support for land governance and efforts to ensure land tenure access and security.
52. Specific impacts on the empowerment and inclusion of women and youth are expected through target FFS/APFS training and market inclusion support, including Gender Action Learning System workshops, technologies and techniques resulting in reduced work burden for women, and specific support for youth and women led agribusinesses.
53. The project will also address the food and nutritional security of the San minority group by supporting their livelihood diversification and access to natural resources and seek to establish their user-rights to forest areas involving their unique experience in sustainable forest management and allow for the preservation of their culture and traditional lifestyles, as the basis for their wellbeing and food security.
54. With more efficient, diversified and resilient production, as well as improved understanding of climate change, food production for nutrition and market demand, the project is expected to increase the food and nutrition security of the target households. Building on this local farming capacity for production surplus and the support for value addition and market access, the project will result in improved agriculture incomes.
55. Key assumptions of the Theory of Change are that there is sufficient demand for the FFS/APFS and other support from the target group, and that this support is sufficiently tailored to the specific needs and context of the target group. The impact pathways are also based on the assumption that there is sufficient capacity to implement the proposed activities in a timely manner, which the project will mitigate through capacity building.

Figure 1. Theory of Change Diagram



- skills, technologies, & inputs • Predominant gender gaps & limited knowledge in nutrition	- by Smallholders • Limited organization capacity of FOs (cooperatives)	smallholders and rural development

2.2 Targeting Strategy

56. **Geographic Area of Intervention** – Under both phases, in agreement with the GoA, PRODESA will cover the provinces of Cuando-Cubango and Moxico, Lunda Norte and Lunda Sul, and Bie.^[16] These five provinces were selected based on the following criteria: (a) incidence of poverty and level of vulnerability to food and nutritional insecurity; (b) impact of climate change (intensity and variability of rainfall or severity of droughts in the area); (c) level of current investment (areas that are underserved by investment and where there is an urgent need to intervene to ensure the resilience of populations that have not benefited from sustainable development interventions in the recent past); (d) the opportunity to create synergies with other ongoing or future interventions in the area; (e) lack of coverage by other IFAD projects in the portfolio.
57. Under Phase 1, the intervention area of the project covers 31 rural municipalities in the five project provinces out of 164 municipalities in the country, selected based on population density and poverty levels.
58. Overall, these municipalities are characterised by: a) poverty rates ranging from 69.6% (Lunda Sul) to 95% (Moxico).^[17] and 2) vast areas with different agroecological zones and market connectivity, but with high potential for agricultural and livestock activities. The intervention area has mostly traditional land-use models in the hands of small to medium-sized family farms. In addition to small-scale farmers organised in different producer groups and cooperatives, there are also individual farmers and traditionally hunter-gatherer-pastoralists who have only been practising agriculture for 10 to 15 years while others are still (semi) nomadic.
59. Small-scale farmers and in particular nomadic people including agropastoralists are mostly dependent on local customary land governance systems without formalised titles. The Angola 2004 Land Law sets out a governance framework where the overall land ownership is with the state. MINADER and the Geodesic and Cartographic Institute of Angola (GCIA) as well as provincial governments can issue concessions and communities can obtain a “perpetual right of useful customary domains” recognizing the crucial role traditional leaders (soba) play internally in the communities in land governance and conflict resolution in rural areas. However, policies for concessions and issuing of the perpetual rights of useful customary domains are not clear and the 2004 Law lacks implementation. Most rural communities, cooperatives and farmers in the project area do not have land user right titles but most farmers can access land through the traditional land governance system led by the soba, while the nomadic people in Cuando-Cubango south and Moxico are vulnerable to displacement from their ancestral land. Because of the relatively low population density and in some provinces lack of investment in rural infrastructure the risk of loss of farmland is low except in areas with pressure from the mining activity and concessions given to large scale farmers. However, cooperatives and farmers without land user right titles are prevented from accessing loans.
60. Across the different landscapes in the project area, the use of fire for hunting and clearing of land is common (in Lunda Norte and Lunda Sul slash and burn systems are practiced), affecting vegetation cover and eventually causing degradation of land and water resources and the resilience of ecosystem services
61. Despite the similarities described above, there are also key socio-economic, cultural and production system-related differences that requires a targeted design
62. To ensure proper targeting of project interventions, **the selected provinces are categorised into five farming and market system typologies** (elaborated in Annex 14) **that demonstrate the following distinct characteristics and challenges:**
- 1) *Quando Cubango South*: characterised by low population density and very poor road connectivity; traditional hunter-gather-pastoralists only practicing farming for the last 10-15 years supported by IDA/EDA established FFS focused on horticulture along riverbanks watered with buckets. Most horticulture products are sold in Namibia. Key rainfed field crops cultivated in-land from the rivers include: sorghum, millet and some beans and maize. It's a semi arid zone with very sandy soils with low water holding capacity and the last three years communities have been severely affected by dry spells in the growing season, losing most of their crops and seeds and some communities are now experiencing hunger. Livestock raising and pastoralism is an important livelihood activity. IDA/EDA capacities are very limited.
- 2) *Quando Cubango North and Moxico*: characterised by tarmacked main roads, but poor feeder roads and some remote communities. Small-scale farmers cultivate a range of crops with horticultural crops and beans being the cash crops sold in local markets and there is also connection to the markets in Zambia. Water resources are available but there is a lack of irrigation infrastructure. Few farmers use simple gravity irrigation via earth canals at best. IDA/EDA is currently building experience with international investment projects through the implementation of the World Bank MOSAP II project using the FFS approach.
- 3) *Lunda Norte and Lunda Sul*: characterised by tarmacked main roads, but poor feeder roads and some remote communities. Small-scale farmers mainly cultivate cassava and some do rice and horticulture production. There is widespread use of slash and burn practices to clear land that is used for 2-3 years, causing deforestation. High annual average rainfall (600-1200 mm) reduces risks for rainfed farming, with some opportunities for improving productivity through supplementary irrigation for horticulture. The province government and IDA/EDA have recently started to support agriculture but have limited experience with international investment projects and the FFS approach.
- 4) *Bié Province*: is the outlier, as a result of MOSAP I and II interventions. There are FFS that have turned into cooperatives with functioning Caixas Comunitarias and more advanced production knowledge such as the use of simple irrigation and composting. There is an abundance of water resources, but more can be done in improving irrigation systems (coverage and efficiency). Despite FFS are widely implemented the curricula could be strengthened in integrated soil fertility and pest management practices as well as

in supporting local seed production. Despite production knowledge gains, there are low capacities in agribusiness management, little processing, and commercialisation remains unstructured and on individual basis. In comparison to the other provinces, IDA/EDA has much more experience with international investment projects and implementation of FFS.

5) *The San Nomadic Community*: Cuando Cubango and Moxico is home to 10,000 people belonging to the San nomadic community. In contrast to the other communities, they live from hunting and gathering, and their traditional livelihoods are directly impacted by the degradation of forest ecosystems. The decreasing availability of fauna and eatable flora puts the San in competition with others who exploit these resources for commercial purposes, leading to high food and nutrition insecurity. While the San, don't engage in trade of products, some engage in work for food. They have no access to education or health care. There is an evident requirement for advanced knowledge and inclusive government policies for the protection of the ethnic minority nomadic people in Angola.

63. **Target group.** Within the different provinces and typologies described above, under both phases PRODESA targets poor smallholder, agro-pastoralist and nomadic households that are economically and socially vulnerable, especially those in a situation of food and nutritional insecurity, most of whom grow subsistence crops with selling of surplus. During the phase 1 the project plans to reach a total of 462,480 people representing 96,350 households[18], equivalent to 49% of the estimated multidimensionally poor rural population of the project area, estimated at 950,385 people. Through specific targeting strategies, the project will reach 50% women and 30% young people (18-35 years). The project will also pay special attention to marginalised groups (people with disabilities, and in particular the San and agro-pastoralist minority groups), who will represent 5% of the total direct beneficiaries.

64. In view of the dynamics observed on the ground, and the different characteristics within the typologies, the direct beneficiaries of the project can be divided into three categories: C.1, C.2, C3.

C.1 - the most vulnerable. These are mainly poor households that are food and nutrition insecure and have limited access to land, water and other assets. This target group category includes: (1) very poor farming families without livestock, dependent on rain-fed subsistence agriculture, whose non-irrigated or very poorly irrigated farms do not exceed 3 ha with very marginal production yields; (2) very small-scale agro-pastoralists engaged in subsistence livestock activities or with very few heads of small livestock and transhumant pastoralism; (3) youth (both male and female), landless heads of households who are used as labourers on other farms and have very few means of subsistence; and (4) the most vulnerable and marginalised (very poor) - minority groups (the San hunter gatherers), people with disabilities, albinos, unmarried mothers, victims of various forms of violence, including gender-based violence, the elderly suffering from malnutrition and/or undernutrition, etc. These target groups share structural vulnerability, low social integration and lack of socio-economic opportunities.

Component 1 activities will include approaches targeted to the different needs of the different groups in C1 to make sure they are included in the activities offered by the project using a graduation approach and supporting their ability to organise into a formal group or to integrate into the groups created by the C2. This approach will be continued in component 2 activities making sure that when moving the more mature producer groups (with members from C1 but typically driven by members from C2) into associations, cooperatives and SMEs (C3) and supporting them in improved value addition and engagement with value chains and markets, they will keep inclusive of people from C1.

C2 – small-scale farmers with low productivity and low value added This category includes small-scale farmers and agro-pastoralists with easier access to land and other assets to increase production potential. Priority is given to youth (2) poor women heads of households. Target groups in this category have limited economic opportunities, making their livelihoods highly vulnerable. Component 1 will support members of C2 in strengthening their production capacities and organising into cooperatives managing caxiers comunitarios and small economic interest groups inclusive of and working alongside with members of C1. When these cooperatives and interest groups have become mature (turned into members of C3), Component 2 will support them in accessing small grants and credits for small investments to develop and/or strengthen their production and access to markets engaging in a growth path.

C.3 - local economic actors including cooperatives and micro and small enterprises (MSEs). They are mostly informal and established by men and women who are or want to be involved in market supply chains at different levels of production, agro-logistics,[19] supply of inputs, processing, aggregation and marketing. This category also includes youth who need vocational training and business coaching.

The component 2 will support these local economic actors (C3) in formalization, business management and development, access to credit and strengthening their roles as driving actors in local supply chains as suppliers, aggregators and sellers/traders developing inclusive and equitable business relationships with the C.1 and C.2.

65. **Targeting strategy** The project will implement a participatory, inclusive and flexible targeting strategy based on a multi-dimensional targeting approach: a) geographical targeting of production basins home to communities of small-scale producers and agro-pastoralists, and socio-economic targeting; b) direct targeting; and c) self-targeting.

66. The targeting strategy will be based on the farming and market system typologies and natural environment, which provide the basis for a flexible targeting strategy with regards to interventions adequately tailored to the local context and priorities, which guides the roll out of project activities.

67. **Beneficiary Selection Process.** In each selected area, beneficiaries in categories C.1 and C.2 will be identified through a direct targeting mechanism and self-targeting with a crucial role for local community leaders (the Soba). This will be in the centre of activities under Sub-Component 1.1.

68. For the C3 categories, targeting will be demand-driven and done with the support of service providers in component 2 and in collaboration with the aggregators/operators of emerging markets identified in the area linked to the farmers supported in component 1.

69. **Mechanisms for the inclusion of vulnerable groups and empowerment of women and youth.** The GALS methodology will be used for women and youth inclusion and empowerment. The vulnerable direct beneficiaries will be included in a 'growth' path from

subsistence farming and food security towards economic resilience via support under the project components starting with inclusive methodologies used in the community planning processes in Sub-component 1.1, inclusion FFS and APFS strengthening their production capacities in sub-component 1.2 towards strengthening their inclusion in markets and value addition in Component 2.

70. The Table below summarises the outreach and project number of beneficiaries under each component and Sub-Component

Component	Targeting Criteria / Beneficiaries	Outreach (additional beneficiaries)	Women (50%)	Youth (30%)
Total beneficiaries: Component 1: Resilient Agricultural Farming and Livelihood Systems		93,600	48,150	28,080
Subcomponent 1.1: Community typologies formation and resilience/project plans development				
Participatory planning for resilience	310 plans x 500 households per community x 60% participation = 93,000	93,000	46,500	27,900
Subcomponent 1.2: Technical training using Agropastoral/Farmer fields schools for increased production, resilience, and nutrition				
Technical training using APFS/FFS methodology	1,590 FFS/APFS x 30 members = 47,700	0	23,850	14,310
Nutrition awareness raising workshops /training	310 communities x 500 households x 60% participation = 93,000	0	46,500	27,900
Women empowerment using GALS methodology	310 communities x 500 households x 60% participation = 93,000	0	46,500	27,900
Subcomponent 1.3: land access/ownership by San facilitated, and indigenous knowledge integrated in modern practices for forest conservation				
Supporting San People through climate adaptive livelihood activities and forest management and conservation	20 groups of San People x 30 members = 600	600	300	180
Total beneficiaries: Component 2: Improved connectivity and access to markets.		2,750	1,375	825
Subcomponent 2.1: Structured supply chain linked to markets				
Building bus. plan. and dev. capacities, and formalisation of bus. processes and bus. plans	110 cooperatives and MSMEs (not emerging from FFSs) x 25 members = 2,750 households (adds to outreach)	2,750	1,375	825
	431 cooperatives and MSMEs emerging from FFSs x 20 members =12,930 households (captured in FFSs), plus		6,465	3,879
Two-tier co-financing mechanism for smallholders, cooperatives and MSEs	627 Cooperatives and MSMEs x 20 members = 12,540 households	0	6270	647

Facilitate access to agri-finance/credit	250 Cooperatives/ MSMEs x 20 members = 5,000	0	2500	1500
Subcomponent 2.2: Public investment in market-oriented infrastructure				
Upgrade/Expand Rural Roads & Bridges	500 Km of rural feeder roads and 50 Small bridges will benefit all project beneficiaries = 96,350	0	48,175	28,905
Construction/rehabilitation of storage and Processing facilities	175 Farmers organizations x 20 members =3,500 households	0	1,750	1,129
Construction/rehabilitation of storage and Processing facilities	165 Farmers organizations x 20 members =3,300 households	0	1,650	990
Total Beneficiary Households		96,350	48,175	28,905
Total Household members (Number of People)	96,350 households x 4.8 average household size = 462,480	462,480	231,240	138,744

71. During Phase 1, Component 1 will be rolled out across the entire project area to build-up production capacities, with Component 2 focusing on the Provinces of Bié, Cuando Cubango north and Moxico where conditions are mature for the roll-out of commercialisation and market linkages support activities. In this way, the project investment phases are aligned with the targeting strategy based on the typologies of intervention areas.

2.3 Project/Programme Objectives

72. The **overall goal** of PRODESA is to contribute to the reduction of multi-dimensional poverty among rural populations in the South and East of Angola. The **project development objective** is to improve food and nutritional security and income of small-scale farmers and ethnic minority groups in the South and East of Angola while enhancing their resilience capacities to climate change and other shocks and stressors.
73. Under Phase 1, the **expected project outcomes** envisage beneficiaries to achieve a more diverse, resilient and increased agricultural production and productivity (Component 1), improved connectivity and access to markets (Component 2), as well as improved regulatory and policy environment (Component 3) to enhance outcome 1 and 2.
74. The Project will address key food and nutrition security **challenges**, as well as market access barriers that currently affect agriculture-related livelihoods. The project will group beneficiaries into 'typologies' based on their diverse production systems, market participation, agricultural risks and opportunities. It will deploy a participatory planning process to identify local challenges and priorities with regards to sustainable and resilient production and productivity as well as agribusiness development that would inform project implementation and a tailored approach to the investments on the ground.

Mainstreaming themes

75. **Nutrition** - PRODESA is Nutrition Sensitive. Angola's food and nutrition security situation remains "serious" according to the 2023 World Hunger Index. Angola ranks 99th out of 125 countries ranked in the 2023 GHI report.^[20] The number of undernourished people increased from 7.6 million in 2021 to about 8.3 million in 2023.^[21] The level of malnutrition remains a major concern: the prevalence of stunting is high (38% overall, 47% in the poorest households).^[22] UNICEF estimates of 3.9 million 6 to 59 months old children were severe acute malnourished in 2021. Angola has made no progress towards achieving the target for stunting, with 38 per cent of children (34.1 per cent for girls and 41 per cent for boys) under 5 years of age affected, which is higher than the average for the Africa region (30.7%).^[23] The prevalence of wasting nationwide is 4.9 per cent (4.3 per cent for girls and 5.6 per cent for boys). Among women of childbearing age (15 to 49 years), 44.5% are affected by anaemia.^[24] Chronic malnutrition affects almost every province in the country. Particularly, the Southern Angola Provinces, including Cuando Cubango, have faced consecutive drought conditions affecting food security.
76. In general, access to food in Angola is highly dependent on the level of poverty and women have more difficulty obtaining food, and decisions about household purchases are mainly made by men. All the challenges identified are relevant in the different typologies that the project will cover. The project will support impact pathways to promote improved nutrition by supporting the

government efforts to improve household food and nutrition security in the rural areas by optimizing the contribution of investments in the most food-insecure areas and by using an integrated approach and targeted support in the field of nutrition. To better address these challenges, PRODESA will incorporate nutrition education across the FFS curriculum to strengthen community understanding of balanced diets, especially amongst women who are responsible for family nutrition, as well as build an understanding of the 'one-health concept' that links environmental, soil and human health to nutritious crops and balanced diet and diversification of sustainable production. These efforts will link to the interventions on climate change that would cover issues such as soil health and agrobiodiversity using traditional, and nutrition dense crops based on agroecology practices as well as hygiene. The opportunities for improving the access to nutritious foods will be identified jointly with the communities and included in FFS curricula under Subcomponent 1.1. In Subcomponent 1.3 the issue of nutritional security will be addressed through appropriate engagement with the San minority groups and in view of their hunter-gatherer traditions. The project will strengthen the capacities of institutions in charge of promoting nutrition at the provincial level for better coordination of nutrition actions in the target provinces. It will contribute to the feeding of the "Information System on Food and Nutrition Security (SISAN)" (axis 5 of the National Strategy on Food and Nutrition Security 2010-2025)

77. *Improving nutrition* - Nutrition interventions will focus on prevention and aim to build the resilience of beneficiary households by strengthening their productive, financial and social capacities through an integrated approach. The activities to be implemented in this framework will target all target groups, in particular vulnerable households in a situation of food and/or nutrition insecurity (households with children under 5 years of age, pregnant and lactating women, young people, in particular young mothers, the elderly or other vulnerable groups at risk of malnutrition, etc.) in order to enable them to have a diversified and healthy diet. The actions to be implemented will be based on the following pathways:
 - Household availability of and access to nutritious food (diversified food production - with a selection of nutrition-sensitive crops and value chains based on the municipal level characterization of production basins and participatory community resilience planning processes (Subcomponent 1.1); production of nutrient-rich crops and nutritious foods as part of FFS/APFS and on family farms (Subcomponent 1.2));
 - conserving and processing products with high nutritional value in associations/cooperatives/women and youth groups, SMEs, processors and traders serving producers - with processing and preservation methods that preserve nutrients (training in local innovative food technologies for products with high nutritional value; processing of cereals into various products including fortified baby flour; processing or drying of vegetable garden products, fruits and other agricultural products available in the locality, etc.). This will be done as part of FFS/APFS curricula (Subcomponent 1.2) and business plan development and implementation (Subcomponents 2.1);
 - Knowledge on nutrition and food diversification (integration of basic nutrition knowledge in FFS/APFS curricula (subcomponent 1.2) and in training activities for the San people (subcomponent 1.3) including knowledge and practices for enriched and diversified family diets, food safety practices, sanitation and hygiene practices, cooking demonstrations; information and communication campaigns and establishment of nutrition clubs during the community planning process (subcomponent 1.1)).
78. **Women** - There is widening gender inequality in Angola. Angola's overall Global Gender Gap score is 0.657, positioning it at 119th out of 153 countries in the world. Women in rural areas constitute 70 percent of the small-scale subsistence farmers and contribute with most of the labour. Women constitute 50.5 percent of Angola's population, but several constraints exacerbate gender inequality: access to productive resources (inputs, finance, knowledge), lack of access to education, market access, drudgery, climate change, low income and employment opportunities. These deprivations affect family incomes and wellbeing. Women-headed households constitute 51.8 percent of the households (consisting of 51.4 percent in urban areas and 52.2 percent in rural areas). Poverty is more prevalent in rural areas (87.8 per cent vs. 35.0 per cent in rural areas)^[25] and more so in female headed households (Multidimensional poverty is 55.2 per cent in female-headed households and 53.5 per cent)
79. Existing social norms negatively affect women's participation in all productive activities and constrain the voice and influence in household expenditures and at community level. In a survey on community based natural resource management, 22 percent of women aged 15-49 years had no education compared with 8 percent of men, and 63 percent of men had secondary or higher education compared with 43 percent of women. Employment rates were higher among men than women. There is inequitable work balance between men and women at household level and gender-based violence was common. Rural women face daily challenges in balancing their domestic and economic responsibilities.^[26] The constraints will be addressed by the empowerment of women and men through the Gender Action Learning System (GALS+) to be applied in FFS, technical capacity building in agricultural production and post-harvest handling, literacy training, introduction of labour-saving technologies, involvement of women in management committees, income generation activities, and advocacy. PRODESA aims to transform gender relations by supporting the government in improving and disseminating the legal and normative arsenal to create an environment conducive to gender equality. At least 50 per cent of PRODESA beneficiaries will be women.
80. **Youth**. PRODESA is youth sensitive. Angola is characterized by a predominantly young population (64 per cent of the population is under 25 years of age). However, the country is faced with an under-qualified workforce that struggles to adequately meet the needs of the labour market. The proportion of unemployed young people without education or vocational training has increased. Young people account for more than 50% of the total number of unemployed in Angola. In particular, the unemployment rate for young people aged 15 to 24 is 63.50%, which is higher than the national unemployment rate (32.40%).^[27] Young people predominate in informal employment (95.2% for young women and 91.3% for young men^[28]). The problem of young people's qualifications is partly linked to the challenges of schooling. Enrolment rates in Angola are much lower than the average for sub-Saharan Africa (net enrolment ratio in lower and upper secondary education 23 per cent and 6.6 per cent, respectively, and gross enrolment rate for tertiary education is 8.1 per cent).^[29] For young people who have no education or skills, job opportunities are scarce. Girls/women experience much more violence, including early marriage (30.3% of young women aged 20-24 reported being married before the age of 18). Young girls are more likely to be involved in low-paid jobs in the informal sector, particularly in subsistence farming and domestic work.
81. The GoA has initiated a Strategic Plan for the Integral Development of Youth 2024-2027, the specific objectives of which include,

among other aspects, technical and vocational training and the reduction of youth unemployment through entrepreneurship, including in agriculture. PRODESA is building on these guidelines to support the government in the socio-economic inclusion and empowerment of young people (men and women). The project will provide them with decent employment opportunities through an economic pathway that connects them to input markets, while facilitating the marketing of their products. PRODESA will give priority to young men and women, 18-35 years old—heads of households or farm managers—as beneficiaries of business development services and as participants in the introduction of new technologies in FFS. They will represent at least 30% of the young people to be targeted. The project will also strengthen the capacities of provincial institutions in charge of promoting youth employment through the mobilization of an appropriate technical assistance mechanism.

82. **Climate change:** Angola was ranked 160th out of 181 countries, and the 170th least ready country to combat the impacts of climate change. [30]. Angola is highly vulnerable to the impacts of climate change, particularly due to its dependence on rain-fed agriculture, which supports a large portion of the rural population. The country is facing increasingly severe droughts, particularly in the southern and eastern regions, leading to water scarcity that threatens agricultural productivity and food [31]. Erratic rainfall patterns and extreme weather events such as floods and storms exacerbate [32]. General circulation models project that Angola will experience an increase in mean annual temperature ranging from 2.3°C to 4.5°C by the 2090s, relative to the 1970–1999 average, depending on future greenhouse gas emission scenarios. Precipitation projections are less certain, with some models indicating potential decreases in rainfall, particularly in the southern regions, which could exacerbate drought conditions [33].
83. In addition to environmental challenges, socio-economic factors such as poverty, limited access to financial resources, and insufficient infrastructure further increase Angola's vulnerability to climate change [34]. These communities often lack the capacity to implement adaptation measures, leaving them more exposed to climate risks. The Intergovernmental Panel on Climate Change (IPCC) has noted that without significant adaptation measures, climate change will continue to increase the frequency and intensity of extreme weather events in Angola and other parts of Southern Africa, posing severe risks to food security and livelihoods [35] (IPCC, 2018). As a result, PRODESA is prioritizing efforts to strengthen climate adaptation strategies, focusing on sustainable agriculture, water management, and ecosystem restoration to mitigate the impacts of climate change and enhance the resilience of its rural population.
84. PRODESA mainstreaming themes include Nutrition, youth, and Climate Finance. For each of these themes, the following mandatory Indicators from the IFAD Core Indicator framework at output and outcome levels have been integrated in the project logical framework. The CI 1.1.8 and CI 1.2.8 for Nutrition sensitive; the CI 2.2.1 for your sensitive; the CI 1.1.1, CI 3.1.1, and CI 3.2.2 for Climate finance. The respective targets have been specified in the logical framework, in Annex 2.

2.4 Component, Sub-component and Activities

85. The program duration is 11 years, split between two phases, Phase 1 (2025-2030) and Phase 2 (2030-2036).
86. PRODESA seeks to achieve two key outcomes: 1) Resilient Agricultural Farming and Livelihood Systems and 2) Improved connectivity and access to markets, which will be attained by implementing the Components and subcomponents described below, the implementation for which is detailed in the Project Implementation Manual (draft in Annex 9). The components and activities outlined below refer to Phase 1 and the following table gives an overview of how all key activities will be phased in the five provinces participating in the project.

Year-wise phasing of main project activities in phase 1

	Y1	Y2	Y3	Y4	Y5	Y6
Component 1: Resilient Agricultural Farming and Livelihood Systems						
Batch 1:						
· 2 MU CC	Characterization of production basin for 9 MU spread between all 5 provinces. Dev. 90 CRPAP	13 AFPS, 450 FFS 1st cycle provided with caixa start-up funds	13 AFPS, 450 FFS 2nd cycle, adoption funds for each member, production investments*	13 AFPS, 450 FFS graduation, consolidation of capacities for caixa, investment, & cooperative management		
· 2 MU MO						
· 2 MU BI						
· 2 MU LN						
· 1 MU LS						

Batch 2: · 5 MU CC · 5 MU MO · 5 MU BI · 4 MU LN · 3 MU LS		Characterization of production basin for 22 MU spread between all 5 provinces. Dev. 220 CRPAP	19 AFPS, 790 FFS 1st cycle, caixa start-up funds	19 AFPS, 790 FFS 2nd cycle, adoption funds for each member, production investments*	19 AFPS, 790 FFS graduation, consolidation of capacities for caixa, investment, & cooperative management	
				8 AFPS, 310 FFS 1st cycle, caixa start-up funds	8 AFPS, 310 FFS 2nd cycle, adoption funds for each member, production investments*	8 AFPS, 310 FFS graduation, consolidation of capacities for caixa, investment, & cooperative management
San People Batch 1: CC and MO		Negotiation and selection of CA and tenure arrangements for CA co-management pilots	Facilitation of community planning with 10 groups,	Training and implementation of livelihood packages and sustainable forest area management	Training and implementation of livelihood packages and sustainable forest area management	
San People Batch 1: CC and MO			Negotiation and selection of CAs and tenure arrangements for CA co-management pilots	Facilitation of community planning with 10 groups	Training and implementation of livelihood packages and sustainable CA management	Training and implementation of livelihood packages and sustainable CA management
Component 2: Improving connectivity and access to markets						
Batch 1: · 1 MU CC North · 2 MU MO · 2 MU BI	Market and VC study, coaching, dev. and financing of 23 BPs	Monitoring and coaching of 23 BPs. Market connectivity investments **	Coaching and closure of 23 BPs			
Batch 2 add: · 1 MU CC North · 2 MU MO · 2 MU BI		Market and VC study (covering all remaining MUs), coaching, dev. and financing of 52 BPs	Monitoring and coaching of 52 BPs Market connectivity investments **	Coaching and closure of 52 PBs		
Batch 3 add:			Coaching, dev. and financing of 161 BPs	Monitoring and coaching of 161 BPs Market connectivity investments **	Coaching and closure of 161 BPs	

1 MU CC North				Coaching, dev. and financing of 244 BPs	Monitoring and coaching of 224 BPs	Coaching and closure of 224 BPs
3 MU MO					Coaching, dev. and financing of 147 BPs.	Monitoring, coaching and closure of 147 BPs
3 MU BI					Market connectivity investments **	

Municipality (MU); Community Resilience Project Action Plan (CRPAP); Cuando Cubango (CC); Moxico (MO); Bie (BI); Lunda Norte (LN); Lunda Sul (LS); Community fund (caixa comunitaria); Business plan (BP); Conservation areas (CA)

* Infrastructure and equipment for irrigation, soil conservation and seed banks, animal traction.

** Upgrading of rural feeder roads and wooden bridges

2.5.1 Component / Outcome 1: Resilient Agricultural Farming and Livelihood Systems (USD 37.48 million)

87. This component will focus on supporting the project's target groups in increasing the local production of a diversity of food while addressing their vulnerabilities to the impacts of climate change and soil erosion risks. This component will be implemented in all targeted municipalities strengthening the production and the initial organisation of farmers for them to be able to benefit from component 2 when they have reached maturity.

Sub component 1.1/ Output 1: Community mobilization and participatory planning for resilience. (USD 2.83 million)

88. **The objective** of this subcomponent is to ensure an organised and participatory entrance point with the communities to plan the project activities they will be participating in ensuring that they are addressing key risks, vulnerabilities and opportunities for their livelihood development. The participatory community planning process also has as an objective to strengthen the community members capacities in key areas contributing to their resilience and livelihood development. The final objective of the facilitated planning process is to allow the community members to decide how they will organise in different FFS or APFS groups and identify mature groups and associations, MSEs and entrepreneurs that can participate in component 2 (starting in Bie, Cuando Cubango North and Moxico in the first phase of the program).

89. The subcomponent will **be implemented with all target groups (C1-C3)** as they are present in the communities. MSEs not directly present in the communities but (potentially) buying products from or providing other production related services to the communities will also be included in the community planning process to ensure their constraints and ideas are taken into account and ensure that they can benefit from component 2. An estimated total of 310 Community Resilience Project Action Plans (CRPAP) will be developed corresponding to an average of 10 per municipality. With an average of 300 households participating in the planning process in each community this subcomponent will reach an estimated 93,000 households.

90. **Main activities** in each municipality will include:

91. Activity 1. Gender sensitive characterization of the production basin in each municipality to detail and disaggregate further the five farming and market system typologies (see section 2.2 and annex 14) and understand local challenges and opportunities for small-scale farmers. The characterization will include:

- Current agricultural production and productivity levels and constraints in terms of impacts from climate change and degraded ecosystem services and lack of access to technologies, knowledge and training/capacity building, labour availability and costs, and organisation of the production;
- Market demands and main channels for small-scale producers and vulnerable communities and connectivity barriers;
- Traders and processors operating in the municipalities and opportunities for young entrepreneurs; and
- Food security and unmet nutrition gaps by local production and opportunities for small-scale producers to address these gaps.

92. Activity 2. Awareness raising on the project in the municipality and selection of an average of 10 communities in each municipality to participate in the project based on the characterization of the production basin and application of the community selection criteria as outlined in the PIM.

93. Activity 3. Participatory community planning process and development of Community Resilience Project Action Plans (CRPAP) including:

- Mobilization of the community and informing about the opportunities the project is offering and engagement processes in collaboration with community leaders and ensuring the outreach to women and youth as well as vulnerable groups such as very poor households and people with disabilities. Obtaining the prior and informed consent for the community's participation in the project;
- Participatory risk and vulnerability assessment and identification of livelihood and resilience building interventions in focus groups and subsequent discussion in plenary groups to reach consensus involving also traders and SMEs that are or potentially could be working with the producers in the communities. Tools and data to support this process will include the resilience matrix from the Resilience Design and Monitoring Tool (RDMT see PIM), land-use and resources governance mapping tools, findings and data from the municipality production basin characterization, and down-scaled data on historic

climate trends and future projections. As per the RDMT matrix, this will include the assessment of risks and vulnerabilities for the livelihood activities, food security and nutrition in the community in relation to risks from: 1) climate, degraded ecosystems and biodiversity; 2) lack of land governance and tenure security; 3) market and economic shocks; and 4) cultural and social exclusion pressures. The assessment will be followed by participatory identification of interventions to address the vulnerabilities identified. The GALS methodology for groups will be used to raise awareness on gender relations and their impacts on the success of livelihood activities in terms of income and food security and nutrition and the need for equal participation and benefits to men and women as well as young people in the community. The participatory process will end with the preparation of the draft CRPAP.

- Participatory Mapping of existing community livelihood groups and their inclusiveness (producer groups, pastoral groups, associations, cooperatives, women and youth groups, etc.), SMEs, processors and traders serving producers in the communities. Community organisation in FFS and APFS groups as well as young entrepreneurs, SME and cooperatives and associations based on the mapping of existing groups and the livelihood and resilience building interventions identified. This organisation will allow the communities to access the support from PRODESA for the implementation of their CRPAP.
- Finalisation and community approval of the CRPAP laying out the groups and curricula subjects and small production investments to be supported with FFS and APFS in SC 1.2, the products and services and potential cooperatives, associations, young entrepreneurs and SMEs to be supported in value addition and marketing in SC 2.1 (for Cuando Cubango North, Moxico and Bié) and the proposed feeder roads and wooden bridges to be rehabilitated or upgraded in SC 2.2. The CRPAP will include a community land-use map that will include the assignment of areas for crop production, agroforestry, silvopastoral systems, and community infrastructures as well as areas for protection of vegetation cover for conservation of water resources and prevention of land and biodiversity degradation building resilience buffers in the land-landscape. These maps will be the basis for demarcation and strengthening of the traditional land governance system.

94. The **implementation** of this subcomponent will be managed by IDA in close collaboration with the municipalities. A service provider will be competitively contracting for the municipal level characterisation of production basins and other service providers will be competitively contracted for the facilitation of the participatory community planning processes and the development of the CRPAPs.

Sub component 1.2 /Output: Technical training and experimental learning using Agropastoral/Farmer fields schools for increased production, resilience and nutrition. (USD 33.2 million)

95. **The objective** of this subcomponent is to support smallholder farmers and agro-pastoralists to increase the climate resilience, diversity, and production of their farming systems to increase their food security, income and access to a diversity of nutritious food.
96. The Farmer and Agro-Pastoral Field Schools (FFS/APFS) will be used as a training platform for capacity building and equip beneficiary farmers with the knowledge, analytical and decision-making skills needed to adapt and adopt improved, sustainable and resilient agricultural practices and technologies. The FFS/APFS approach is key to build human and social capital to empower beneficiaries and their communities with skills for problem-solving, managing caixas comunitarias (community saving and credit funds) for small investments and economy of scale and gradually transform into business-oriented cooperatives or associations. The joint learning approach is combined with investments in physical capital such as irrigation systems and farm equipment to increase farm level productivity.
97. This subcomponent will work with the target groups C1 and C2 adapting activities to fit the particular needs of each target group and in particular address the vulnerability of households in a situation of food and/or nutrition insecurity
98. The GALS methodology for groups will be used to ensure equal participation of women and men and women empowerment and nutrition training will be mainstreamed in all FFS/APFS. Literacy classes will be offered to illiterate groups to strengthen their participation and empowerment. The subcomponent will have broad outreach of 1,550 FFSs, as well as 40 APFSs in the dry areas of southern Cuando Cubango, reaching around 55,650 households, of which 1,400 will benefit from APFS training.
99. The results of this sub-component, focused on increasing production productivity, resilience and outputs as well as the organisational and management capacities of the groups, will be fundamental in paving the way for Component 2 which will enhance local capacity for marketing of the produced surplus and thus generate tangible economic returns. The FFS approach in Angola is an innovative graduation approach where well-functioning FFS may graduate into cooperatives or associations able to manage their *caixas comunitarias* that again allow them to start to do small joint investments in upgrading their production technologies, value addition and commercialisation. It is expected that 10% of the supported FFS/APFS (155 FFS and 4 APFS) will graduate into cooperatives with well-functioning caixas comunitarias able to do joint business investments.

100. **Key activities** towards this end are based on the deployment of the *FFS/APFS methodology* and include:

- 1) *Selection of a service provider and implementation modalities for roll-out* to supplement IDA/EDA's limited technical capacity on the ground (except for the province of Bié where IDA/EDA will implement directly) to achieve the broad geographical outreach. The project will consider service providers, such as FAO, to partner in the development of FFS/APFS master trainers (MTs) curriculum, the delivery of the training, as well as the implementation of the FFS/APFS across the project area (except Bié).
- 2) *Development of a curriculum and training for FFS/APFS master trainers (MTs) and for frontline extension staff*, including community based FFS facilitators. This would include the adaptation of existing or creation of a new curriculum for FFS MTs that can be institutionalised. The curricula for clusters of FFS/APFS will be tailored towards the needs of the different typologies of farming and production systems, the municipal level characterisation of production basins and the CRPAPs.
- 3) *Support and further strengthen the existing FFSs/APFS and establishment of new ones*. The FFS/APFS agenda will be guided by the priorities identified in the CRPAPs and further refined by the members of the FFS/APFS groups participating in the project. Through this process, the FFS/APFS content will be tailored to account for climate, environmental, socio-economic and cultural differences across the targeted municipalities, reflecting the 4 identified typologies that characterise the project area. The FFS/APFS

are following three cycles:

First cycle: Establishment of demonstration and training field where farmers regularly meet throughout the cropping/livestock season to receive training and experiment with the adoption of the promoted practices and technologies. Each FFS/APFS will be trained in the use of logbooks to be kept by the facilitators to monitor the performance of the technologies and practices on trial. They will also be trained in the establishment and management of their caixa comunitaria that will be provided with startup funds for equipment and inputs for the demonstration field. Based on their CRPAP, the FFS and APFS will plan production investments for increased productivity and climate resilience to be supported by PRODESA (e.g. in irrigation, water points, animal traction, community seed banks, and structures, seedlings and equipment for soil conservation). This will include an assessment of the capacities of the group to sustain the investment and an agreement on roles and responsibilities in providing cash and in-kind co-financing as well as governance, operation and maintenance arrangements needed to sustain the investment over time.

Second cycle: Continued training and experimentation and keeping of logbooks in the demonstration field and cross visits to each member's field where they should start to adopt the promoted practices and technologies as well as cross visits to other FFS/APFS in the area (field days). The caixa comunitaria will be provided with adoption funds for each member to buy required equipment and inputs in bulk. Support will be provided for the implementation of the production investment planned during the first cycle including capacity building for the implementation of the related governance, operation and maintenance arrangements.

Third cycle: Concentrates on graduation through consolidating the performance of the adopted practices and technologies as well as the effective use, governance and maintenance of the production investments. FFS/APFS which show solid social capital and willingness to go further will be supported in graduating into cooperatives or associations aggregating and selling their produce, procuring in bulk or producing bio-inputs for its members or for production of common land and engaging with other market actors to improve their market channels. This will include maturing their use of their caixa comunitaria to do smaller investments and leverage funding from finance institutions or other sources. These cooperatives or associations will be further supported by component 2.

Curricula content:

FFS/APFS across the board will address education and capacity building on subjects such as:

- institutional development and capacity building for the creation of cooperatives, groups or other forms of farmer association including financial training and the establishment and management of a caixa comunitaria (saving and credit community fund);
- nutrition sensitive farming and healthy family diet and practices;
- Resilience building practices including: regenerative practices for the promotion of soil life through integrated soil fertility management (ISFM, compost, mulching, use of bio-fertilizers) and conservation agriculture practices (CA, including minimal soil disturbance, permanent soil cover, and crop rotation); integrated pest management (IPM) and preparation and use of bio-pesticides and agrobiodiversity to lower pest and diseases pressures and use push-pull techniques; local seed production, selection and storage; soil conservation contour bunds and water harvesting and management practices and reforestation activities to rehabilitate degraded lands; inclusion of multipurpose trees on farms and agroforestry as alternatives to slash-and-burn agriculture as well as alternatives to bush burning for hunting. Shifting away from slash-and-burn will be gradual ensuring that farmers are fully supported during the change. Free, Prior, and Informed Consent (FPIC) principles will guide this transition to ensure that local communities understand and agree to the proposed interventions. This approach will foster trust and active participation, ensuring that the interventions are culturally appropriate and tailored to the specific needs of the communities involved.
- aquaculture and its integration in farming systems, where appropriate
- rangeland restoration and management, hay bailing and storage, integration of fodder crops in cropping cycles, and animal health in the case of APFS.

4) *Demonstration of new and climate resilient low-cost technology for productivity enhancement:* Establishment of pilot sites for demonstration of low-cost and appropriate production and post-production technologies at selected FFS sites, based on the maturity of the graduation of the FFS into an association or cooperative or other forms of farmer groups that can take responsibility for the operation of the assets at the end of the demonstration.

These FFS pilot demonstrations will provide practical examples of the potential positive impact on productivity, production resilience and nutrition outcomes, and produce quality, leading to broader application and scaling of these technologies across other cooperatives and farming communities, improving overall agricultural efficiency and outputs.

These demonstration pilots will introduce small-scale technologies selected based on the participatory planning process described in Sub-component 1.1. For example, tailored demonstrations can focus on: smart irrigation systems, implements and infrastructure for agrobiodiverse agroecology farming systems integrating annual crops, perennials and animals for resilience and a diverse output of nutritious food, cassava post-production handling such as improved drying and soaking practices in Lunda Norte and Lunda Sul, and climate resilient techniques such as the use of shade-net houses in Bie, Northern Cuando Cubango and Moxico. Each demonstration pilot will start with a simple business plan for the asset introduced as well as use regulations to ensure all members are benefitting and contributing to operation and maintenance costs. The demonstrations will be accompanied with capacity building and be the sites for exchange visits and farmer field days for other farmers to learn from the demonstration experience. Based on the production and marketing system Typologies, provinces with less experience and lower production capacity will be the focus of Component 1 during Phase 1 and will benefit from demonstration in order to be able to scale and replicate these investments under Component 2 during Phase 2 of the project. At the same time, FFS and provincial PMUs in provinces already covered by Component 2 are expected to lead in the private sector uptake and investment and demonstrate how agri-finance and business planning will lead to sustainable upscale and replication of these practices.

101. **Implementation** of this sub-component will be managed by IDA and carried-out in collaboration with a competitively selected service provider that can support across of the key activities outlined above. (Details on implementation and technical ToRs for service providers and proposed participatory processes are presented in the PIM Annex and the EFA).

Sub component 1.3/Output:Supporting the San People through climate adaptive livelihood activities and forest management and conservation (USD 1.45 million)

102. **The objective** of this subcomponent is to enhance the resilience and livelihoods of the San hunter-gathers people by recognizing the value of their traditional knowledge in forest and land-scape conservation, involving them in management and

sustainable use of forest areas, and supporting them in diversifying their livelihoods.

103. **The target group** is 20 groups of the San people hunter-gathers communities in Cuando Cubango and Moxico, who do not currently have recognised land-use rights to their ancestral landscapes and are vulnerable to displacement and the degradation of the forest ecosystems their livelihood depends on. They have traditionally not been targeted by government development investment projects, but in recent years some NGOs the Ministry of Environment, and some GEF projects have been implementing smaller projects with them. The San people are also foreseen to be benefitting from the World Bank RECLIMA project that has recently started implementation. It will be ensured that PRODESA support is fully aligned and complementary to ongoing and planned support from others, including the Government, the World Bank, GEF, NGOs and others

104. Key activities are:

Activity 1: Consultation process with the provincial governments of Cuando Cubango and Moxico, MINADER and the Geodesic and Cartographic Institute of Angola (GCIA) to identify forest areas important for landscape restoration with co-benefits for the conservation of water resources and wildlife. Discuss and agree on how these areas can be allocated as pilots to San groups eventually through the issuing of a “perpetual right of useful customary domains” giving the groups the role of custodians and sustainable users of these areas sufficiently big to sustain their way-of-life.

Activity 2: Outreach campaign to leaders, organisations and groups of the San community to inform them about the project and give them the opportunity to express their interest in participating following Free, Prior, and Informed Consent (FPIC) principles and due process. This include documenting the process as well as the eventual consent to participate. In close consultation with them, 20 interested San groups will be selected to participate in the project. This will include some groups in the identified areas for the assignment of forest land to the groups for them to sustainably use and restore the ecosystems in the areas.

Activity 3: Participatory community planning with each of 20 San groups ensuring that livelihood development needs and opportunities are identified through participatory methods adjusted to their culture and governance traditions. This process will be guided by FPIC principles and approaches leading to consent on the final plan on what they want to do with the PRODESA project. The participatory planning process will include:

- mapping of their use of forest, water and biodiversity resources in the landscapes they live in;
- assessments of threats and opportunities to their livelihoods including loss of habitat and hunting areas and resources;
- regulatory barriers impacting their way-of-life and land-use tenure security;
- opportunities for their participation in land-scape restoration and conservation of forest areas to enhance ecosystem resilience;
- opportunities for livelihood diversification supporting their food security and nutrition and needs for training and capacity building and small equipment, tools and inputs;
- preparation and approval by the community of their community resilience and development plans including the activities PRODESA will support them in implementing.

Activity 4: Training and capacity building in areas of interest identified by the community groups in their community resilience and development plans such as literacy, nutrition, health and sanitation, climate change impacts on forest ecosystems and wildlife and adaptation and resilience building measures, agroforestry farming practices, ecotourism, etc.

Activity 5: Provision of small livelihood diversification packages in activities identified by the community groups in their community resilience and development plans. This may include equipment, tools and inputs for beekeeping, agroforestry, ecotourism pilots among others, providing alternative sustainable food security and nutrition sources respecting traditional practices.

Activity 6: Piloting the assignment of forest land-use rights to nomadic groups and the development of forest and wildlife restoration and conservation plans eventually including non-timber forest income such as honey production and eco-tourism activities. This initiative recognizes the unique connection these communities have with the forest landscapes and seeks to empower them by formalizing their rights to manage and protect forest resources, that at the same time sustain their way-of-life and ensures resilient ecosystems services for neighbouring communities.

105. **Implementation** of this sub-component will be implemented by an NGO competitively selected and with proven experience in working with the San people including managing FPIC processes and respecting their traditions and empowering their self-determination. The pilot assigning land-use rights to nomadic groups and implementing forest and wildlife restoration plans should be implemented in close collaboration with province authorities and the Ministry of Environment.

2.5.2 Component / Outcome 2: Improved Connectivity and Access to Markets. (USD 22.05 million)

106. This component will address the needs of farmer cooperatives and agri-MSEs in priority value chains (sub component 2.1) to build their entrepreneurial and business development and management capacities, allowing for improved access to markets and resulting in increased local income from agri-sales. This local business development will be further supported by targeted infrastructure improvements (sub component 2.2) that remove bottlenecks related to connectivity, permitting for more efficient and effective produce offtake and subsequent reduction of post-harvest losses.

107. In Phase 1, Component 2 will be rolled out in Moxico, Bié and North Cuando Cubango, given that there the target area Typologies suggest a stronger production and agribusiness base is already in place.

Sub component 2.1/ Output: Supply chain structuring and linkage to markets. (USD 11.2 million)

108. The **objective** of this subcomponent is to strengthen the marketing capacities of smallholder farmers and cooperatives to engage and play an active role in select value and supply chains.

109. The **target group (mainly C3)** are emerging small commercial farmers and cooperatives, but also Micro and Small Enterprises (MSEs) prioritising cooperatives and MSEs lead by or with high participation of women and youth – with a broader benefit for all other market players within the targeted value and supply chains. Where possible and relevant cooperatives and SMEs will be

encouraged to work on products with high nutritional value that can be enhanced through conservation and processing techniques. The outreach will be gradually expanding, with the initial Phase 1 covering Bié, Moxico and Northern Cuando Cubango provinces, while sustainable production increases are secured in the other provinces preparing them for Private sector support in Phase 2. It is estimated that there are about 660 cooperatives in the project area that will be targeted by PRODESA component 2. Of these, 75% will be assisted with business plans and 80% (396) are expected to receive financing. Out of a total of 660 cooperatives, 10% (66) are expected to have access to credit and 30% (198) are expected to see an increase in the volume of sales.

110. Considering the lack of maturity (formalisation and business management capacities), agricultural entrepreneurship, and weaknesses in technical support, the project will focus on the following **key activities**:

1) *Building business management and development capacities, as well as formalisation of business processes and business plans* (including supply management, understanding of market requirements, accounting, price and contract negotiation, market strategies, and support for obtaining land tenure security/certificates through local leaders (soba) or province governments). These activities will target cooperatives (both mature and nascent) and micro & small enterprises (MSEs). The resulting pipeline of viable business plans will be the basis of the establishment and disbursement of agri-finance (under the 3rd set of activities below)

2) *Set-up of a two-tier co-financing mechanism targeting smallholders, cooperatives and MSEs.*

Tier 1 (micro – max business size/total value of 7,500 USD) is set up to respond to the more immediate/ smaller business plans that cooperatives would like to rapidly move into. To unlock first level potential investments, the project will offer a small co-financing option that allows for the purchasing of key assets that can improve the agricultural operations of cooperatives (and smallholder farmers). It will provide financing from USD 500 to USD 1,500. Beneficiaries will contribute 25% and the remaining 75% will be covered by PRODESA. The ticket size of USD 200-1,500 was defined in line with small investment values (such as simple equipment showcased in the FFS activities under Sub-Component 1.2) that will be co-financed between the project and the borrower. Beneficiaries in Tier 1 can, upon successful execution of their business plans, graduate to bigger financing under Tier 2 (below).

Tier 2 (small/medium - max business size/total value of 25,000 USD) is set up to respond to more elaborate business plans that relate to slightly larger investments than those in Tier 1. Business plans under this tier will target more mature business ideas, with proponents that already have a business savviness and have showcased a capacity to already engage in market-oriented investments in a structured manner (if supported with the adequate BDS coaching). It will cover 60% of a loan request for a value from USD 1,501 to USD 5,000 (including the 40% beneficiary contribution). Tier 2, beneficiaries will be assisted by PRODESA to seek blended financing, coupling funds from PRODESA with financing from other financial institutions (who will be responsible for the plan in coordination with PRODESA), using the Tier 2 funds as part of the total business plan value.

3) *Facilitate access to agri-finance/credit*, by engaging and negotiating with different financing mechanisms available in the country (e.g. FADA, FGC, Kixi Crédito, FACRA commercial banks, etc.) to extend their current offering to market-oriented farmers, cooperatives and MSEs (C3) in the project areas. The project, jointly with the finance beneficiaries, will monitor business performance, to guarantee optimal rates of repayment and establish a credible agri-business pipeline and disbursement mechanisms, ultimately ready for scaling beyond the target areas.

111. **Implementation** will require external service provision to ensure high quality TA in the areas of agri-business development, business planning, access to finance (and co-finance) etc. The delivery of these services will be done under the supervision of the PPIU and the close support of the IDA and EDA teams. (Details on implementation and draft technical ToRs for service providers and proposed processes are presented in the PIM Annex and the EFA as part of this package.)

Sub component 2.2/ Output: *Public investments in climate resilient market-access infrastructure (USD 10.85 million)*

112. The **objective** of this subcomponent is to promote market access infrastructure investments to enhance the connectivity of smallholder farmers, cooperatives, and MSEs. By addressing critical bottlenecks in the agricultural value chain and minimizing post-harvest losses, the project seeks to create a more resilient and sustainable market system. These investments are aligned with the priorities of Subcomponent 2.1, ensuring a cohesive strategy for developing agricultural value chains and fostering economic empowerment in rural communities.

113. The **target groups (C3)** include smallholder farmers, cooperatives, MSEs, and private sector operators in the agricultural sector, focusing on emerging agri-business as local market players in the targeted regions. These investments will also benefit local communities, municipalities, and provinces by improving market access and fostering economic opportunities, contributing to regional development.

114. Phase 1 financing is allocated toward critical public-goods investments in market-access infrastructure. The **key activities** of this subcomponent are:

1) *Upgrade and Expansion of Rural Roads and Bridges*: The project will upgrade rural road networks and construct fortified small-scale bridges to facilitate efficient transportation from farms to markets. These infrastructure improvements aim to reduce logistical costs, minimize post-harvest losses, and ensure that agricultural goods reach markets swiftly and safely, enhancing the reliability of market access for farmers and cooperatives.

115. **Implementation** of Subcomponent 2.2 will be managed by the PIU with technical supervision from the IDA and in coordination with MinAGRIF, Ministry of Infrastructure, municipalities and Ministry of Energy and Water, to ensure infrastructure investments align with local development and maintenance plans. Service providers will be competitively contracted as needed to execute infrastructure projects. (Details of on implementation and technical ToRs for service providers and proposed technologies are presented in the PIM Annex and the EFA as part of this package.)

2.5.3 Component / Outcome 3: *Institutional Strengthening, Policy Support and Implementation Support Services (USD 13.47 million)*

116. This cross-cutting component is designed to support and enhance the technical aspects of the project, ensuring that all interventions are implemented effectively and efficiently. It acts as a bridge, facilitating communication and coordination among various technical teams and stakeholders. By addressing overarching issues and providing necessary resources and support, this component helps streamline processes and overcome potential barriers to implementation. It comprises two subcomponents, each focusing on specific areas to bolster the project's overall functionality and success. These subcomponents work together to ensure that the project's goals are met in a cohesive and integrated manner.

Sub component 3.1: Institutional Strengthening and Policy Support (USD 1.63 million)

Institutional Strengthening:

117. The document outlines that the Technical Assistance (TA) provided under Component 3 is not solely focused on individual training but also includes the introduction of new operating systems and models. This involves:

Policy Change: This initiative focuses on supporting the Institute for Agricultural Development (IDA) in formulating a comprehensive National Agricultural Extension System Strategy. The primary goal of this strategy is to enhance agricultural productivity and improve the livelihoods of farmers by providing them with essential knowledge, advanced technologies, and robust support services. By equipping farmers with the necessary tools and information, the strategy aims to foster sustainable agricultural practices and boost overall farm efficiency. As part of this initiative, two key policy papers will be developed:

1. **Slash and Burn/Shifting Cultivation and Bush Burning:** This policy paper will address the traditional practices of slash and burn, shifting cultivation, and bush burning. It will revise existing policies to better support climate adaptation and improved soil management. The aim is to promote sustainable land use practices that mitigate environmental degradation and enhance soil fertility, thereby contributing to long-term agricultural sustainability.
2. **Effective Land Titling and Land-User Rights:** The second policy paper will focus on effective land titling for small-scale producers and cooperatives, as well as the assignment of land-user rights for nomadic people. This paper will propose revisions to current land policies to ensure that small-scale farmers and cooperatives have secure land tenure, which is crucial for their economic stability and growth. Additionally, it will address the unique needs of nomadic populations, ensuring they have recognized rights to use land for grazing and other purposes, thereby supporting their traditional livelihoods.

Change to Operating Systems:

1. **Building PMU Capacity:** This initiative focuses on enhancing the skills and capabilities of the Project Management Unit (PMU) to ensure effective project implementation and management. The training encompasses several key areas: developing the ability to effectively coordinate activities among various stakeholders, ensuring smooth communication and collaboration across different departments and levels of government; providing training on budgeting, financial planning, and accounting practices to ensure transparent and efficient use of funds, including understanding financial regulations and reporting requirements; enhancing skills in the procurement process, including the selection of vendors, contract management, and adherence to procurement policies and procedures to ensure the acquisition of goods and services is conducted fairly and efficiently; training on strategic planning and project scheduling to ensure that projects are well-organized, timelines are met, and resources are allocated effectively; developing the ability to monitor project progress and evaluate outcomes, including setting up systems for tracking performance indicators, conducting regular assessments, and making data-driven decisions to improve project effectiveness; and fostering skills in managing and sharing knowledge within the PMU and with external stakeholders, involving creating systems for documenting best practices, lessons learned, ensuring that valuable information is accessible to all relevant parties and Social Environment and Climate Assessment Procedures to ensure adequate implementation and monitoring of environmental, social and climate management plan. By building capacity in these areas, the PMU will be better equipped to manage projects efficiently, achieve desired outcomes, and contribute to the overall success of development initiatives.
2. **Enhancing IDA's Capacity:** This initiative aims to strengthen the capabilities of the Institute for Agricultural Development (IDA) with a particular focus on agriculture and pastoralist extension services. The extension service on agro-pastoralism is quite new to Angola and needs to be integrated into the existing extension services. By improving these services, PRODESA seeks to provide farmers and pastoralists with the necessary knowledge, skills, and resources to enhance their productivity and sustainability. This includes training programs, access to modern farming techniques, and support for livestock management. The goal is to empower local agricultural communities, improve food security, and promote sustainable agricultural practices that can adapt to changing environmental conditions.
3. **Logistical Support:** This includes the provision of essential resources such as laptops, office equipment, vehicles, and motorcycles. These resources are allocated to provincial and municipal staff to enhance their ability to deliver services efficiently. By equipping staff with the necessary tools and transportation, we aim to improve the overall effectiveness and responsiveness of service delivery at the local level. This support ensures that staff can perform their duties with greater ease and mobility, ultimately benefiting the communities they serve.
4. **Data Collection and Management:** This initiative aims to enhance the capabilities of field extension officers in collecting and managing data effectively. Training programs will be provided to equip these officers with the necessary skills and tools for accurate and efficient data collection. This includes understanding data collection methodologies, using digital tools for data entry, and ensuring data quality and integrity. Additionally, efforts will be made to strengthen the existing Management Information System (MIS) for the Ministry of Agriculture and Forestry (MINAGRIF). This involves upgrading the system to handle larger volumes of data, improving data storage and retrieval processes, and ensuring that the system is user-friendly and accessible. By enhancing both the data collection skills of field officers and the MIS infrastructure, we aim to improve the overall data management capabilities of MINAGRIF, leading to better-informed decision-making and more effective agricultural policies and programs.

Individual Training:

1. **Capacity Building Workshops:** These workshops are designed to enhance the skills and knowledge of participants across several critical areas. The training will cover financial management, providing insights into budgeting, financial planning, and accounting practices to ensure transparent and efficient use of resources. In the area of procurement, participants will learn about the procurement process, including vendor selection, contract management, and adherence to procurement policies and procedures to ensure fair and efficient acquisition of goods and services. The workshops will also focus on planning, equipping participants with strategic planning and project scheduling skills to ensure projects are well-organized, timelines are met, and resources are allocated effectively. Additionally, the training will include monitoring and evaluation, teaching participants how to track project progress, evaluate outcomes, set up systems for performance indicators, conduct regular assessments, and make data-driven decisions to improve project effectiveness. Finally, the workshops will cover knowledge management, fostering skills in managing and sharing knowledge within the organization and with external stakeholders. This involves creating systems for documenting best practices, lessons learned and ensuring that valuable information is accessible to all relevant parties. By participating in these workshops, individuals will be better equipped to manage projects efficiently, achieve desired outcomes, and contribute to the overall success of their organizations.
2. **Training on Climate Change Resilience:** This initiative aims to equip agricultural professionals and farmers with the knowledge and skills needed to adapt to the impacts of climate change. The training will focus on climate-resilient crops, teaching participants about crop varieties that are more tolerant to extreme weather conditions such as drought, floods, and temperature fluctuations. This includes understanding the characteristics of these crops, how to cultivate them, and their benefits in maintaining food security under changing climate conditions. Additionally, the training will cover soil management techniques that enhance soil health and productivity in the face of climate challenges. Participants will learn about practices such as crop rotation, cover cropping, conservation tillage, and the use of organic amendments to improve soil structure, fertility, and water retention. These techniques help to mitigate the adverse effects of climate change on soil, ensuring sustainable agricultural production. To ensure widespread access to this vital training, opportunities will be provided in various regions, including Cuando Cubango, Bié, Moxico, Lunda Sul, and Lunda Norte. By offering training in these areas, we aim to build the capacity of agricultural stakeholders across the country to implement effective strategies for climate change adaptation, thereby enhancing the resilience and sustainability of agricultural systems.
3. **Gender, Youth, and Nutrition Issues:** This initiative focuses on addressing the critical areas of gender equality, youth empowerment, and nutrition by preparing comprehensive guidelines and providing targeted training to ensure approaches are sensitive to the needs of these groups. The guidelines will outline best practices for integrating gender, youth, and nutrition considerations into various programs and policies, promoting gender equality by ensuring equal access to resources, opportunities, and decision-making processes for both women and men. For youth, the guidelines will emphasize the importance of engaging young people meaningfully, providing them with opportunities for education, employment, and community participation. Training sessions will equip stakeholders with the knowledge and skills needed to implement these guidelines effectively, covering topics such as gender-sensitive programming, youth engagement strategies, and nutrition education. By focusing on these areas, the initiative aims to create more equitable and inclusive environments, improve nutritional outcomes, and empower women and youth to contribute actively to their communities.

Levels of TA Provision:

- **Village Level:** This initiative focuses on providing training and capacity building for local farmers and community-based organizations to enhance their agricultural practices and overall community development. The training programs will cover a wide range of topics, including modern farming techniques, sustainable agriculture practices, and effective resource management. Farmers will learn about crop diversification, soil health improvement, pest management, and the use of technology in agriculture to increase productivity and resilience. In addition to agricultural training, the initiative will also support community-based organizations by strengthening their organizational and leadership skills, including training on project management, financial literacy, nutrition education, cooking demonstrations, functional literacy, Health issues, and effective communication strategies. By empowering these organizations, we aim to foster a sense of community ownership and collaboration, enabling them to better support their members and advocate for their needs. Overall, this initiative seeks to build the capacity of local farmers and community-based organizations, ensuring they have the knowledge, skills, and resources needed to improve their livelihoods and contribute to the sustainable development of their villages.
- **Municipal Level:** This initiative aims to provide comprehensive support for district agricultural offices and extension services to enhance their capacity to serve local farming communities effectively. The support includes the provision of essential resources such as office equipment, transportation, and digital tools to improve operational efficiency. Training programs will be conducted for district agricultural officers and extension workers, focusing on modern agricultural practices, sustainable farming techniques, and effective communication strategies to better engage with farmers. Additionally, the initiative will facilitate the development of robust extension services by introducing innovative approaches and technologies that can be used to disseminate information and provide on-the-ground support to farmers. This includes the use of mobile applications, online platforms, and community radio programs to share knowledge and best practices. By strengthening district agricultural offices and extension services, the initiative aims to ensure that farmers receive timely and relevant support, leading to improved agricultural productivity, enhanced food security, and sustainable rural development.
- **Provincial Level:** This initiative focuses on strengthening provincial agricultural departments to enhance their capacity to support local agricultural development effectively. It includes providing comprehensive training for provincial staff on modern agricultural practices, sustainable farming techniques, and effective management strategies that are specifically relevant to the provincial level. Additionally, the initiative will offer logistical support by supplying essential resources such as office equipment, vehicles, and digital tools to improve operational efficiency and mobility. By equipping provincial departments with the necessary skills and resources, we aim to ensure they can deliver high-quality services, support local farmers more effectively, and contribute to the overall agricultural productivity and sustainability of the region.
- **National Level:** This initiative aims to provide comprehensive policy support and capacity building for national institutions such as the Ministry of Agriculture and Forestry (MINAGRIF) and the Institute for Agricultural Development (IDA). The focus will be on developing and implementing policies that promote sustainable agricultural practices, enhance food security, and support rural development. This includes conducting policy analysis, offering technical assistance, and facilitating stakeholder

consultations to ensure that policies are well-informed and effectively address the needs of the agricultural sector.

- Capacity building efforts will involve training programs for staff at these national institutions, covering areas such as strategic planning, project management, financial management, and monitoring and evaluation. These programs will equip staff with the skills and knowledge needed to design, implement, and manage agricultural projects and programs effectively. Additionally, the initiative will support the development of institutional frameworks and systems to improve coordination, communication, and decision-making processes within and between these institutions.
- To ensure the successful implementation and sustainability of PRODESA, the project will prioritize capacity-building initiatives for local institutions and stakeholders. These initiatives will include: (i) Develop and deliver comprehensive training programs for local institutions, extension officers, and community leaders. Focus on key areas such as project management, financial management, procurement, monitoring and evaluation, and technical agricultural practices. (ii) Provide ongoing support and mentorship to trained individuals and institutions to reinforce their skills and knowledge. Establish a feedback mechanism to monitor the effectiveness of training programs and identify areas for improvement. (iii) Allocate resources for capacity-building activities, ensuring they are adequately funded and prioritized. Collaborate with strategic partners to leverage additional resources and expertise for capacity-building efforts.
- As part of the institutional capacity building, the initiative will also include South-South and Triangular Cooperation (SSTC) within the IFAD-supported country program. This will facilitate the exchange of knowledge, experiences, and best practices between countries, enhancing the ability of national institutions to adopt innovative solutions and improve their agricultural strategies. By strengthening the policy and institutional capacity at the national level, this initiative aims to create an enabling environment for sustainable agricultural development, ensuring that national institutions can effectively support local farmers, promote innovation, and drive economic growth in the agricultural sector.

Market Players:

- **Private Sector Engagement:** This initiative aims to foster sustainable partnerships between smallholder farmers and agribusinesses to enhance agricultural productivity and economic growth. By establishing these partnerships, smallholders can gain access to essential resources, such as advanced technologies, quality inputs, and financial services, which are often provided by agribusinesses. These collaborations will also facilitate knowledge transfer, enabling smallholders to adopt best practices and innovative farming techniques.
- A key component of this initiative is promoting value chain development. This involves improving the entire agricultural value chain, from production to processing, marketing, and distribution. By strengthening each link in the value chain, we can ensure that smallholders receive fair prices for their produce, reduce post-harvest losses, and increase the overall efficiency and profitability of agricultural operations.
- Additionally, the initiative focuses on enhancing market access for smallholders. This includes identifying and creating new market opportunities, both locally and internationally, and helping farmers meet the quality standards required by these markets. By connecting smallholders with reliable buyers and markets, we aim to increase their income and economic stability.
- Overall, this initiative seeks to create a more inclusive and sustainable agricultural sector by leveraging the strengths of both smallholders and agribusinesses, ultimately contributing to rural development and poverty reduction.
- **Financial Institutions:** This initiative aims to expand financial services to support rural producers, transporters, processors, and traders, thereby enhancing the overall agricultural value chain. By increasing access to financial services, such as loans, credit, insurance, and savings accounts, rural stakeholders can invest in their operations, improve productivity, and manage risks more effectively.
- For rural producers, access to financial services means they can purchase high-quality seeds, fertilizers, and equipment, which are essential for increasing crop yields and improving farm efficiency. Transporters can benefit from financing options that allow them to upgrade their vehicles and logistics systems, ensuring timely and efficient delivery of agricultural products to markets.
- Processors, who add value to raw agricultural products through activities such as milling, packaging, and preservation, can use financial services to invest in modern processing technologies and facilities. This not only enhances the quality and shelf-life of products but also opens up new market opportunities. Traders, who play a crucial role in connecting producers with consumers, can leverage financial services to expand their operations, manage inventory, and navigate market fluctuations.
- By providing tailored financial products and services to these key players in the agricultural sector, the initiative aims to create a more robust and resilient agricultural economy. This will lead to increased incomes, job creation, and sustainable economic growth in rural areas.

Kampala Summit Declaration and New CAADP Ambitions

118. The PRODESA project, while primarily focused on agricultural extension, aligns with broader regional and continental goals such as those outlined in the Kampala Summit Declaration and the Comprehensive Africa Agriculture Development Programme (CAADP). These frameworks emphasize the importance of sustainable agricultural development, food security, and economic growth across Africa. By aligning with these ambitions, PRODESA aims to contribute to the overarching objectives of enhancing agricultural productivity, improving livelihoods, and fostering resilience against climate change.

- **Scope Beyond Traditional Agriculture Extension:** Although PRODESA is primarily an agriculture extension project, it extends its scope to include broader developmental goals. This includes integrating innovative agricultural practices, promoting sustainable farming techniques, and supporting rural development initiatives. By doing so, PRODESA not only enhances the capacity of local farmers but also contributes to the overall socio-economic development of the regions it serves.
- **Tracking and Monitoring Government Contribution:** The project includes robust mechanisms for tracking and monitoring government contributions. This ensures transparency and accountability in the use of resources and the implementation of project activities. By maintaining detailed records and regular reporting, the project can demonstrate the effective use of government funds and the progress made towards achieving its goals.
- **Nutrition Integration:** Nutrition is a key component of the PRODESA. Efforts will be made to update the former National

Agricultural Investment Plan (NAIP) to a National Agri-Food Investment Plan. This updated plan will align with other national strategic agri-food transformation strategies, ensuring a holistic approach to food security and nutrition. By integrating nutrition into the agricultural development framework, the project aims to improve dietary outcomes and overall health in the communities it serves.

- **Focus on Nutrition:** Emphasizing nutrition as part of the broader agricultural development strategy is crucial. The project will prioritize food security and nutritional outcomes, ensuring that agricultural practices and policies contribute to improved health and well-being. By focusing on nutrition, the project aims to address malnutrition and promote healthy diets, thereby enhancing the quality of life for the communities it serves.
- Emphasizing nutrition as part of the broader agricultural development strategy is crucial. The project will prioritize food security and nutritional outcomes, ensuring that agricultural practices and policies contribute to improved health and well-being. By focusing on nutrition, the project aims to address malnutrition and promote healthy diets, thereby enhancing the quality of life for the communities it serves.
- **Updating NAIP:** The project will use its framework to update the NAIP, incorporating elements from other national strategic agri-food transformation strategies. This integration ensures that the updated plan is comprehensive and aligned with the

2.5 Sustainability, Scaling Up and Exit Strategy

- **Integration with National Strategies:** By aligning with national strategies, the project ensures coherence and synergy with broader government policies and programs, and mutually reinforcing outcomes. **Outcome 1: Resilient Agricultural Farming and Livelihood Systems**, **Outcome 2: Improved Climate Resilient Connectivity and Access to Markets**, and **Outcome 3: Institutional Strengthening, Policy Support and Implementation Support Services.**

121. The sustainability strategy of the project will cut across both of the project phases. Under Phase 1 specifically, the sustainability of activities is based on its alignment with national priorities and support for national institutions under development, as well as, under Component 1 the enhancement of public sector capacity to provide quality extension services that enhance farming Sub-component 3.2 USD 11.04 million and productivity enhancements. At the same time, Component 2 will focus on the linkage between comprehensive project management and implementation of the agri-finance mechanisms needed to unlock investment for agri-business growth. These measures are expected to ensure project activities and outcomes can be continued, enhanced and expanded under the second phase and after project completion.

122. The Project will be integrated and implemented within agriculture sector institutions through a decentralized structure, thus IDA capacity at local level will be strengthened to ensure long-term sustainability of interventions through systemic improvements of service delivery on the ground. It would promote institutional coordination with other sectors such as finance and trade to stimulate the agro-economy and align production with market demand and finance.

123. Further to this, other key sustainability approaches deployed in PRODESA are:

- **Community ownership:** through a structured participatory engagement and planning process that would underpin the local content of the interventions and their targeted impact with regards to the specific needs of each community context.
- **Strengthened collective action:** The Community Groups and Cooperatives formed and strengthened through the project are expected to continue to operate and grow after the project closes, thus helping to sustain the production and marketing impacts, including by continuing to promote good agricultural practices and the adoption of new and innovative technologies. Moreover, strengthening capacity of local institutions such as Community groups and Cooperatives will promote the proactive management of natural resources to ensure their sustainable use. Private sector-led value chain intervention approaches that focus on creating financially viable models for local cooperatives and MSME growth and linkages between market players to ensure demand-based investment rational.
- **Climate proofing of infrastructure:** to ensure their sustainable use, as part of the public investment in sector resilience, along with sustainable management of these infrastructures through municipal maintenance plans.
- **Building the capacity of women and youth:** to engage proactively in sustainable resource use and management and the development of sustainable livelihoods and agriculture related businesses.

124. The project builds synergies with other IFAD interventions, as well as a variety of donor investments such as those of the JICA, WB and AfDB that promotes synergies in interventions and a consolidation of sector impacts.

125. Finally, the natural resource and ecosystem conservation interventions will contribute towards the long-term resource sustainability, climate adaptive capacity and resilience of the agro-pastoral livelihoods.

126. The **scaling-up** of the expected outcomes is to be achieved through two main pathways. First, after completion of both the first and second project phases, impacts on beneficiaries' climate resilient production and marketing practices is expected to continue to grow thanks to PRODESA's policy interventions that aim to strengthen regulation around environmental and natural resource management issues, and address the slash and burn practices, thus providing a national instrument and capacity (through the extension network capacity enhancement) for scaling-up of the results. Second, combined with supportive policy, from the end of the first phase onwards, benefits for agribusinesses are expected to be scaled up through additional investment from national financial institutions thanks to the collaboration with these institutions on the creation of a pipeline of bankable agribusinesses, as well as a tailored tool to be deployed by financing institutions that results in an agri-finance mechanism that can be deployed beyond the project geo-graphical scope and its implementation lifespan.

127. An **innovative** approach that will be deployed by the project under Phase 1 is the establishment of a two-tier co-financing mechanism as a catalyst for a broad agri-finance outreach. While other IFAD projects in the portfolio (such as SAMAP) have deployed matching grants with limited success, this project design will focus on using co-financing as leverage for targeted commercial lending.

128. Another key area of innovation will be the climate resilient and sustainable production practices promoted through the FFS, including regenerative practices for the promotion of soil life through integrated soil fertility management (ISFM) and

conservation agriculture (CA), as well as sustainable use of biopesticides. As part of this, technical partners, such as FAO will support developing of new training approaches for agro-pastoralists. The APFS will also promote identification of locally adapted drought tolerant crops through applied research activities. Also on the production side, an innovative solution will be the deployment of shade net houses for the horticulture sector as a means of improving its performance and capacity to engage profitably and regularly in market supply chains.

129. As part of the **exit strategy** for Phase 1, PRODESA is being designed as a multi-phase project. The exit strategy for Phase 1 is therefore to ensure that beneficiaries are well prepared to take advantage of the additional support during the second phase, as part of a graduation process from mostly individual subsistence-based farming to collective sustainable commercialised livelihoods that require minimal outside support. A key part of the exit strategy for Phase 1 will also be the technical capacity building of national institutions, particularly for extension, which will ensure these institutions are equipped to implement the scaled-up activities under Phase 2 and beyond. Finally, PRODESA's exit strategy is based on the creation of linkages between agriculture, trade and finance that is necessary to develop agribusiness and unlock the local agro-economy and allowing these businesses to graduate from support from PRODESA. Participatory development of the CRPAPs is intended to ensure strong community ownership of the continued implementation of the CRPAPs as project support is gradually phased out.

Key parameters for second phase

130. Based on the parameters outlined in the "Multiphase Adaptive Programme Approach" paper approved by the IFAD Executive Board in September 2024 (EB 2024/142/R.25), this PDR outlines in full detail the first phase of the MAP. The following paragraphs provide indications of the potential focus of the second phase, which are subject to further consultation based on performance of the first phase and changes in context and Government priorities.
131. The successful implementation of phase 1 will lead to phase 2. Phase 2 of PRODESA will build on the achievements and foundations laid in Phase 1. It will focus on expanding and scaling up successful interventions to additional municipalities, increasing the number of Farmer and Agropastoral Field Schools (FFS and APFS), and enhancing market access and integration for smallholder farmers. This includes developing and strengthening value chains, supporting the establishment of cooperatives and agribusinesses, and providing advanced training on sustainable agricultural practices and business management. Additionally, Phase 2 will invest in larger-scale infrastructure projects such as irrigation systems, storage facilities, and transportation networks, work on policy reforms to create an enabling environment for sustainable agriculture and strengthen institutional frameworks. Emphasis will also be placed on implementing long-term strategies for climate adaptation and resilience, promoting sustainable land and water management practices, and supporting the adoption of renewable energy sources and eco-friendly technologies. Robust monitoring and evaluation systems will be established to track progress and impact, using data and feedback from Phase 1 to refine and improve interventions in Phase 2.
132. Broadly the second phase will maintain the same overall development objective to improve food and nutritional security and income of small-scale farmers and ethnic minority groups in the South and East of Angola while enhancing their resilience capacities to climate change and other shocks and stressors, focusing on a similar combination of production and commercialisation support. The second phase is expected to also maintain the same five target provinces of Bié, Cuando-Cubango, Moxico, Lunda Norte, Lunda Sul. Under Phase 1, production-related support under Component 1 will cover all five of the provinces, while commercialisation-related support under Component 2 will cover Bié, Cuando Cubango north and Moxico.
133. Under Phase 2 it is currently anticipated that support to production-related support will be continued and enhanced in the five provinces, with expansion to new municipalities within them. At the same time, commercialisation-related support under Component 2 will continue in Bié, Cuando Cubango north and Moxico but it will expand to Cuando Cubango south, Lunda Norte and Lunda Sul.
134. During Year Four of the first Phase an extensive assessment, including an interphase mission, will be conducted to decide upon whether to advance to the second phase. The assessment will consider Government priorities and progress against all of the targets set in the Phase 1 Logframe. However, there will be a particular focus on indicators of funds disbursement, total outreach, as well as specific outreach to women, youth and people with disability.
135. Given that expansion focus under Phase 2 will be on commercialisation support, this will depend on effective capacity building of producers under Phase 1, the Output Indicator CI1.1.4 "Persons trained in production practices and/or technologies" and Core Outcome Indicator CI1.2.4 "Households reporting an increase in production", will also hold significant weight in the assessment of whether or not to transition to the second phase. Finally, continuation will also depend on the success of the project filling the Financing Gap for the first phase (as explained further in the next sub-section).
136. Pending timely completion of Phase 1, the second phase could be implemented over seven years from 2030-2036. It would likely utilise at least part of the IFAD allocation for Angola for the IFAD15 cycle (2031-33). Co-financiers would also be sought from partners including the African Development Bank, the EU, and climate funds. As such, a financing ceiling on the second phase would be set at US\$59m.

2.6 Project financing

137. The total cost of PRODESA is estimated at USD 132 million over 11 years, implemented in two phases. Phase one (2025-2030) accounts for USD 73 million, and phase two (2030-2036) accounts for USD 59 million. The total cost of phase one, USD 73 million, with IFAD financing USD 38.54 million, will be financed as follows:

1) IFAD Financing: 52.8% of the total costs, or USD 38.54 million, will be covered by IFAD. This includes USD 27.61 million from the IFAD 13th performance-based allocation system (PBAS), USD 5 million from the Borrowed Resource Access Mechanism (BRAM),

and USD 5.93 million from the IFAD 11th cycle, which includes resources from the partial cancellation of SREP. The financing gap of USD 25.26 million may be sourced through the IFAD 14th replenishment cycle and the Adaptation Fund (with a potential amount of USD 10 million)

2) Government Contribution: 10.4%, or USD 7.6 million, will be provided by the Government. Co-financing from the Government consists of both in-kind (USD 6.5 million) and cash (USD 1.1 million) contributions. The in-kind contribution includes waiving the estimated taxes on the programme costs and providing office space for the implementation units, while the cash contribution includes waiving the estimated custom duties and financing the general operating costs of the implementation units.

3) Beneficiary Contribution: 2.2%, or USD 1.6 million, will be contributed by the beneficiaries. Co-financing from PRODESA beneficiaries is expected both in-kind (USD 0.3 million) and cash (USD 1.3 million). While the co-financing mechanism of component 2 strictly requires a cash contribution, the beneficiaries of the investments under component 1 will contribute in both ways.

4) Most PRODESA investments will focus on technical training through agropastoral and farmer field schools (APFS/FFS), business development services, and hard infrastructure development. The first two interventions will be primarily funded through consultancies. Specifically, USD 13 million (18% of the total budget) will fund the implementation of APFSs and FFSs (sub-component 1.2), while USD 9.4million (13% of the total budget) will finance consultancy services aimed to strengthen the marketing capacities of smallholder farmers and cooperatives.

5) In addition, PRODESA allocates approximately USD 21.04 million, or 29% of its budget, to the development of hard infrastructure. This amount is distributed across three expenditure categories: (i) Works, accounting for USD 13.6 million or 18.6 of the total budget; (ii) Goods, accounting for USD 4.14 million or 5.7%; and (iii) Grants and subsidies, accounting for USD 3.3 million or 4.6%.

6) The overall recurrent cost of the project is estimated at USD 9.33 million (12.8%), including all financiers. As per the design, the recurrent cost under the IFAD financing amounts to USD2.075 million, which represents 5.4% of IFAD financing. If the financing gap will be sourced through the IFADth cycle, the estimated recurrent costs under IFAD financing will amount to 10.8%, ensuring they will not exceed the IFAD threshold of 15%.

Table 1. Programme costs by component, sub-component and financier

(Thousands of United States dollars)

Component/Sub-component	IFAD 13: PBAS		IFAD 13: BRAM		IFAD 11		IFAD: Total		Financing gap		Beneficiaries			The Government			Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Cash	In-kind	%	Cash	In-kind	%	Amount	%
A. Resilient Agricultural Farming and Livelihood Systems	22 534	81.6	4 347	86.9	5 930	100	32 812	85.1	1 229	4.9	637	345	60.5	151	2 303	32.4	37 476	51.3
1. Participatory community planning for resilience	2 649	9.6					2 649	6.9							184	2	2 833	4
2. Technical training using Agropastoral/ Farmer field schools for increased production, resilience and nutrition	19 753	71.5	4 347	86.9	5 930	100	30 030	77.9			637	345	60.5	151	2 039	29	33 203	45

3. Supporting the San People through livelihood and forest management and conservation interventions	132						132		1 229	4.9					79	1	1 440	2
B. Improved Connectivity and Access to Markets	2 102	7.6	-				2 102	5.5	17 276	68.4	641		39.5		2 037	27	22 057	30.2
1. Supply chain structuring and linkage to market	1 669	6.0					1 669	4.3	8 284	32.8	641		39.5		610	8	11 205	15
2. Public investments in market-oriented infrastructure	433	1.6					433	1.1	8 991	35.6					1 427	19	10 851	15
C. Institutional Strengthening, Policy Support and Implementation Support Services	2 977	10.8	653	13.1			3 630	9.4	6 760	26.8				907	2 170	41	13 467	18.45
1. Institutional Strengthening and Policy Support	527	1.9		0.0			527	1.4	846	3.3				162	93	3	1 628	2
2. Project Coordination and Implementation Support Services	2 450	8.9	653				3 103	8.1	5 914	23.4				746	2 077	37	11 840	16
Total	27 614	37.8	5 000	6.8	5 930	8.1	38 544	52.8	25 264	34.6	1 279	345	2.2	1 058	6 510	10.4	73 000	100

Table 2. Programme costs by expenditure category and financier

(Thousands of United States dollars)

<i>Expenditure</i>	<i>IFAD 13: PBAS</i>	<i>IFAD 13: BRAM</i>	<i>IFAD 11</i>	<i>IFAD:Total</i>	<i>Financing gap</i>	<i>Beneficiaries</i>	<i>The Government</i>	<i>Total</i>

category	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Cash	In-kind	%	Cash	In-kind	%	Amount	%
I. Investment costs																		
A. Works	3 062	11.1		0.0	111	1.9	3 173	8.2	7 954	31.5	187	345	32.8		1 898	25.1	13 558	18.6
B. Consultancies	12 685	45.9	1 234	24.7	3 140	53.0	17 059	44.3	10 398	41.2					1 911	25.3	29 368	40.2
C. Equipment and goods	6 994	25.3	1 903	38.1	1 551	26.2	10 448	27.1	137	0.5	451	-	27.7	549	835	18.3	12 419	17.0
1. Vehicles and equipment	595	2.2	86	1.7	65	1.1	746	1.9	-	0.0				549	278	10.9	1 573	2.2
2. Goods, services and inputs	6 399	23.2	1 817	36.3	1 486	25.1	9 702	25.2	137	0.5	451				556	7.4	10 846	14.9
D. Training and workshops	2 314	8.4	921	18.4	889	15.0	4 124	10.7	860	3.4							4 984	6.8
E. Grants and subsidies	1 137	4.1	290	5.8	238	4.0	1 665	4.3	1 035	4.1	641		39.5				3 342	4.6
Total Investment costs	26 192	94.9	4 347	86.9	5 930	100.0	36 469	94.6	20 384	80.7	1 279	345	100.0	549	4 644	68.6	63 670	87.2
II. Recurrent costs																		
A. Salaries and allowances	1 214	4.4	653	13.1			1 867	4.8	4 726	18.7				69	461	7.0	7 123	9.8
B. Operating costs	208	0.8					208	0.5	154					441	1 405	24.4	2 207	3.0
Total Recurrent costs	1 422	5.1	653	13.1			2 075	5.4	4 880	19.3				509	1 866	31.4	9 330	12.8
Total	27 614	37.8	5 000	6.8	5 930	8.1	38 544	52.8	25 264	34.6	1 279	345	2.2	1 058	6 510	10.4	73 000	100

Table 3. Breakdown of expenditure categories by main programme intervention

(Thousands of United States dollars)														
Expenditure category	IFAD*		Financing gap		IFAD and Financing gap: Total		Beneficiaries			The Government			Total	
	Amount	%	Amount	%	Amount	%	Cash	In-kind	%	Cash	In-kind	%	Amount	%
I. Hard Infrastructure	8 299	21.5	9 075	35.9	17 374	27.2	1 213	345	95.9	-	2 105	27.8	21 037	28.8
Works	3 173	8.2	7 954	31.5	11 128	17.4	187	345	32.8		1 898	25.1	13 558	18.6
Goods	3 461	9.0	85	0.3	3 546	5.6	385		23.7		207		4 138	5.7
Grants and subsidies	1 665	4.3	1 035	4.1	2 701	4.2	641		39.5				3 342	4.6
II. Consultancies	17 059	44.3	10 398	41.2	27 457	43.0					1 911	25.3	29 368	40.2
Agropastoral and farmer field schools	12 184	31.6		0.0	12 184	19.1					849	11.2	13 033	18
Business development services	1 530	4.0	7 249	28.7	8 779	13.8					610	8.1	9 390	13
Other technical assistance	3 345	8.7	3 149	12.5	6 494	10.2					451	6.0	6 945	10
III. Other goods, services and inputs	6 241	16.2	51	0.2	6 293	9.9	66		4.1		350	4.6	6 708	9.2
IV. Vehicles and equipment	746	1.9		0.0	746	1.2				549	278	10.9	1 573	2.2
V. Training and workshops	4 124	10.7	860	3.4	4 984	7.8							4 984	6.8
VI. Recurrent costs	2 075	5.4	4 880	19.3	6 954	10.9				509	1 866		9 330	12.8
Salaries and allowances	1 867	4.8	4 726	18.7	6 593	10.3				69	461	7.0	7 123	10
Operating costs	208	0.5	154	0.6	361	0.6				441	1 405	24.4	2 207	3
Total	38 544	52.8	25 264	34.6	63 808	87.4	1 279	345	2.2	1 058	6 510	10.4	73 000	100
*IFAD 13 PBAS and BRAM, and IFAD 11														

Table 4. Programme costs by component, sub-component and year*

(Thousands of United States dollars)

Component/Sub-component	2025		2026		2027		2028		2029		2030		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
A. Resilient Agricultural Farming and Livelihood Systems	1 869	36.9	5 930	56.5	12 152	59	11 957	54.3	5 069	41.2	499	19.2	37 476	51
1. Participatory community planning for resilience	1 240	24.5	1 593	15.2		0		0.0		0.0		0.0	2 833	3.9
2. Technical training using Agropastoral/Farmer field schools for increased production, resilience and nutrition	582	11.5	4 242	40.5	11 455	56	11 616	52.8	4 813	39.1	494	19.0	33 203	45.5
3. Supporting the San People through livelihood and forest management and conservation interventions	46	0.9	95	0.9	697	3	341	1.5	256	2.1	5	0.2	1 440	2.0
B. Improved Connectivity and Access to Markets	594	11.7	2 383	22.7	5 844	28	7 687	34.9	4 883	39.7	667	25.6	22 057	30
1. Supply chain structuring and linkage to market	542	10.7	1 308	12.5	2 714	13	3 412	15.5	2 621	21.3	607	23.4	11 205	15.3
2. Public investments in market-oriented infrastructure	51	1.0	1 074	10.2	3 131	15	4 274	19.4	2 261	18.4	60	2.3	10 851	14.9
C. Institutional Strengthening, Policy Support and Implementation Support Services	2 595	51.3	2 174	20.7	2 548	12	2 371	10.8	2 344	19.1	1 434	55.2	13 467	18
1. Institutional Strengthening and Policy Support	486	9.6	265	2.5	377	2	207	0.9	191	1.6	102	3.9	1 628	2.2

2. Project Coordination and Implementation Support Services	2 109	41.7	1 909	18.2	2 172	11	2 164	9.8	2 153	17.5	1 332	51.2	11 840	16
Total	5 058	6.9	10 487	14.4	20 545	28.1	22 014	30.2	12 296	16.8	2 600	3.6	73 000	100
*First and last year are six months each														

2.7 Economic and Financial Analysis

PRODESA is expected to generate two main quantifiable and mutually reinforcing benefits:

- a) permanently higher agriculture-related incomes thanks to more diversified, resilient and increased production, productivity and agri-sales, resulting directly from several project outcomes, such as higher access to improved climate-resilient techniques and innovations and sustainable integration into remunerative local and national markets; and
- b) increased climate change resilience and adaptation to be achieved by reducing the vulnerability of farm-based livelihood systems. This will result not only from the higher availability and adoption of climate-smart techniques and innovations but also from the promotion of sustainable natural resource management in the targeted areas.

138. PRODESA will also generate other positive impacts, non-quantifiable at this stage due to limitations in data availability and valuation-related issues (e.g., improved food and nutrition security, higher social and economic inclusion of women and youth). The economic internal rate of return (EIRR) calculated and presented below therefore is somewhat an underestimate.

139. PRODESA is expected to benefit 96,350 households or 462,480 individuals. The programme interventions will approximately include rural areas in 31 municipalities across 5 provinces. The main target group will be poor small-scale farmers, agro-pastoralists and pastoralists, particularly those who are food and nutrition insecure. Within those groups, specific focus will be on the following disadvantaged groups: (i) women; (ii) youth; and (iii) marginalised groups (i.e., people living with disabilities and minority groups). While women and youth will account for 50% and 30% of the programme direct beneficiaries, respectively, marginalised groups (e.g., the San people) will account for 5% of the direct beneficiaries.

140. A financial analysis was conducted for 16 individual and collective farm models to capture the dual production behaviour of the target beneficiaries. All individual models present a positive net present value (npv) at a financial discount rate of 11.63%, ranging from USD 325 for a female farmer cultivating 0.5 hectares in Moxico to USD 2,792 for a female farmer cultivating 1.55 hectares in Bié. The collective models are also financially viable: the NPV ranges from USD 15,882 for a cooperative/association in South Cuando Cubango to USD 38,815 for a cooperative/association in Moxico, both cultivating 5 hectares under mixed farming and benefitting from co-investments under sub-component 1.2.

141. The economic analysis of the programme undertaken by using economic prices shows the results of PRODESA to be positive: the NPV at 6% social discount rate of the incremental benefits of USD 122.8 million and an EIRR of 29% over a 20-year period. Even when tested against occurrence of several risk scenarios, including reduced delays in implementation, cost overruns, etc. these economic results remain robust.

142. In sum, from a financial and economic perspective, PRODESA investments are sound, and worth investing in.

Chapter 3: Organisation and Management

3.1 Organisational set-up and Governance

143. The organisation, coordination and management of the project is described in the following subcomponent 3.2, which is not part of the results framework but sets out the coordination and implementation arrangements of PRODESA:

Implementation Arrangements

144. The project delivery systems will be integrated into decentralized organizational structures from the national to communal levels. The Ministry of Agriculture and Forests (MINAGRIF) will be the lead implementing agency, with IDA overseeing the project's implementation. IDA will competitively recruit a Project Manager who will be delegated administrative and financial responsibilities and will lead a team of experts forming the Project Implementation Unit (PMU). Project managers have delegated authority over the project and resources. This structure is ideal for ministries that handle large, complex projects requiring dedicated focus and resources.

145. The decentralized approach ensures that project activities are tailored to the specific needs and conditions of each level, from national to communal. This allows for more effective and responsive management, as local issues can be addressed promptly. The Project Manager, with delegated administrative and financial authority, will be empowered to make decisions swiftly, ensuring that the project remains on track and adapts to any challenges that arise.

146. The Project Implementation Unit (PMU) will consist of experts in various fields relevant to the project, such as agriculture,

forestry, finance, and administration. This team will work collaboratively to ensure that all aspects of the project are managed efficiently and effectively. The PMU will also coordinate with other stakeholders, including local governments, community organizations, and international partners, to ensure that the project's goals are met.

147. By integrating project delivery systems into decentralized structures and giving the Project Manager full authority, MINAGRIF aims to enhance the efficiency and effectiveness of project implementation, ultimately leading to better outcomes for the communities involved
148. The PMU will work in each participating province, supported by a Provincial Project Management Unit (PPIU). The provincial government will appoint a permanent representative to the PPMU.
149. The PMU and PPIU will collaborate with key partners such as farmers' organizations, local NGOs, the private sector, and research institutions like the Agricultural Research Institute. These partners will play crucial roles in community mobilization, capacity building, technical assistance, and enhancing market linkages.
150. The PMU will be located in Saurimo, the capital city of Lunda Sul province. To ensure effective representation in Luanda, an IDA Focal Person from MINAGRIF staff will be appointed as a Liaison Officer for PRODESA-related matters. This strategic positioning of the PMU will significantly enhance project management by placing it closer to the target beneficiaries, thereby reducing monitoring-related costs and fostering capacity building at the provincial level where the actions are taking place. This proximity is crucial for the sustainability of the project.
151. Moreover, situating the PMU in Saurimo will facilitate closer collaboration with other PMUs of World Bank and AfDB-supported projects. This will not only enhance coordination but also create synergies among the projects, leading to more integrated and efficient implementation of development initiatives. By leveraging these synergies, PRODESA can maximize its impact and ensure that resources are utilized effectively to benefit the communities it serves.

Decentralized Approach of PRODESA

152. Unlike other implementation arrangements, PRODESA adopts a more decentralized approach, which actively involves provincial structures in the execution of projects. This approach ensures that local needs and conditions are better addressed, leading to more effective and sustainable outcomes. Key aspects of this decentralized approach include:
153. **Provincial Work Plans and Budgets:** Each province is responsible for developing its own work plans and budgets, reviewed by PMU and approved by Provincial Steering Committee. This allows for tailored strategies that reflect the unique agricultural and socio-economic conditions of each region. By empowering provincial authorities to plan and allocate resources, PRODESA ensures that interventions are relevant and responsive to local priorities.
154. **Implementation of Field Activities:** Provincial structures are directly involved in the implementation of field activities. This includes everything from training farmers and distributing resources to monitoring agricultural practices and providing technical support. By decentralizing these activities, PRODESA enhances the capacity of local institutions and ensures that interventions are more closely aligned with the realities on the ground and also the capacity are developed at provincial level.
155. **Provincial Progress Reporting:** Regular progress reporting at the provincial level is a critical component of PRODESA's approach. Provincial authorities are responsible for tracking and reporting on the progress of their activities. This not only promotes accountability and transparency but also allows for timely adjustments to strategies and interventions based on real-time data and feedback.
156. By engaging provincial structures in these key areas, PRODESA fosters a sense of ownership and responsibility among local stakeholders. This decentralized approach not only enhances the effectiveness of agricultural development initiatives but also builds the capacity of provincial institutions, contributing to long-term sustainability and resilience.

Project Management Unit (PMU)

157. As part of the decentralized approach, the Project Management Unit (PMU), will provide administrative, procurement, and finance support, as well as specialized technical assistance to the Provincial Project Implementation Units (PPIUs) across all five participating provinces. The chosen location for the PMU is strategically selected based on several factors, including geographical positioning, human resource capacity, and communication links and proximity with other PMUs of World Bank and AfDB-supported projects. Saurimo was selected as the location for the PMU due to its strategic advantages. Its central location in Lunda Sul province ensures robust human resources and excellent communication infrastructure. The ease of travel to Saurimo by road and air, along with its proximity to the railways of the Lobito corridor, makes it an ideal hub for efficient operations. Additionally, the presence of PMUs for World Bank and AfDB-supported projects in Saurimo will foster enhanced coordination and synergies among these initiatives.
158. These attributes facilitate seamless communication and effective coordination with other provinces and the capital, Luanda. By situating the PMU in Saurimo, we can ensure that project management is streamlined, monitoring costs are reduced, and capacity building at the provincial level is strengthened. This strategic positioning not only supports the sustainability of the project but also maximizes its impact by leveraging the collaborative efforts of multiple development projects.
159. **Positioning the PMU closer to the actions offers significant advantages:**
 - **Enhanced Coordination and Communication:** Being centrally located, the PMU can facilitate more effective communication and coordination with the PPIUs across all five participating provinces. This proximity allows for quicker decision-making and more responsive support to the needs of the provinces.
 - **Improved Oversight and Monitoring:** With the PMU situated closer to the project sites, there is better oversight and

monitoring of project activities. This ensures that any issues or challenges can be identified and addressed promptly, leading to more efficient project implementation.

- **Stronger Relationships with Local Stakeholders:** Being on the ground allows the PMU to build stronger relationships with local stakeholders, including government officials, community leaders, and beneficiaries. This fosters greater trust and collaboration, which is crucial for the success of the project.
- **Cost and Time Efficiency:** Reducing the distance between the PMU and the project sites can lead to cost savings and time efficiency. Travel expenses and time spent on coordination can be minimized, allowing more resources to be directed towards project activities.
- **Tailored Technical Assistance:** The PMU, with its Technical Assistance Team (TA), can provide more tailored and context-specific technical assistance to the PPIUs. This ensures that the support provided is relevant and effective in addressing the unique challenges faced by each province.

Role of the Liaison Officer:

160. The liaison officer, appointed by MINAGRIF, will play a crucial role in connecting the project team to the Institute of Agricultural Development (IDA). The liaison officer will be based in the IDA office in Luanda. Here's how:

- **Facilitating Communication:** The liaison officer acts as a bridge between the project team and IDA, ensuring that communication flows smoothly. They help in conveying project updates, challenges, and needs to IDA, and relay feedback and guidance from IDA to the project team.
- **Ensuring Compliance and Alignment:** The liaison officer ensures that the project activities are in compliance with IDA's guidelines and standards. They help align the project's objectives and strategies with IDA's priorities, ensuring that the project remains on track and meets its goals.
- **Supporting Resource Mobilization:** By maintaining a strong connection with IDA, the liaison officer can assist in mobilizing additional resources and support for the project. This includes identifying opportunities for additional funding, technical assistance, and other forms of support from IDA.
- **Enhancing Reporting and Accountability:** The liaison officer helps in preparing and submitting regular reports to IDA, ensuring transparency and accountability. They ensure that the project's progress and impact are effectively communicated to IDA, which is essential for maintaining donor confidence and support.
- **Facilitating Capacity Building:** The liaison officer can also facilitate capacity-building initiatives by connecting the project team with IDA's resources and expertise. This helps in enhancing the skills and knowledge of the project team, contributing to the overall success and sustainability of the project.

Key Management Functions of the PMU

161. Overall Project Management: Planning and coordination, procurement, and financial management (financial accounting and control systems); consolidating provincial annual work plans, job descriptions, staffing schedules, and budgets; finalizing procedures and guidelines for the procurement of goods and services.
162. Monitoring and Reporting: Robust monitoring and evaluation systems to track project progress and impact, ensuring compliance with project objectives and timelines through monthly, quarterly, midterm, and final progress reports.
163. Institutional Strengthening: Capacity building through training and development programs for government officials, extension workers, and farmers.
164. Policy Reforms: Creating an enabling environment for project activities. Promotion and marketing efforts are coordinated by the PMU, which develops and implements marketing programs to promote project activities and outcomes. Stakeholder engagement is also a key aspect, ensuring broad support for the project through coordinated visits of delegations and ongoing communication with stakeholders.
165. Project Development: Managed by the PMU, overseeing the development of additional subprojects for future financing and managing a project development facility to support innovative approaches and solutions. Integration with the IDA permanent entity is crucial for the sustainability of project activities. The PMU supports the IDA permanent entity by providing training and development to the provincial project implementation entities, working closely to integrate project activities into existing frameworks, and gradually phasing out PMU services to hand over responsibilities to the provincial entities, ensuring continuity and sustainability.

Central PMU Staffing

166. The Project Management Unit (PMU) in Saurimo, established by the Ministry of Agriculture and Forest (MINAGRIF), will consist of a team of experienced professionals responsible for managing and overseeing the implementation of the project. This well-rounded team ensures that all aspects of the project are managed efficiently, from financial management and procurement to monitoring, evaluation, and knowledge management.

The team includes:

- **Project Coordinator:** Leads the PMU, ensuring all project activities are aligned with the objectives and timelines.
- **Project Assistant:** Supports the Project Coordinator in daily tasks and administrative duties.
- **Finance Manager:** Manages the project's financial resources, budgeting, and financial reporting.
- **Monitoring and Evaluation Manager:** Oversees the monitoring and evaluation of project activities to ensure they meet the set goals and standards.
- **Procurement and Contracts Manager:** Handles procurement processes and contract management to ensure compliance and efficiency.

- **Monitoring and Evaluation Assistant:** Assists the Monitoring and Evaluation Manager in data collection, analysis, and reporting.
- **Knowledge Management Assistant:** Facilitates the capture, storage, and dissemination of project knowledge and best practices.
- **Procurement Assistant:** Supports the Procurement and Contracts Manager in procurement-related tasks.
- **Accountant:** Manages accounting records and ensures financial transactions are accurately recorded.
- **Internal Auditor:** Conducts internal audits to ensure compliance with financial and operational procedures.
- **Drivers (3):** Provide transportation support for the PMU team, ensuring mobility for field visits and other project-related travel.

Technical Expert Team

167. This PMU structure, with its diverse team of specialists and support staff, ensures that the project has the necessary expertise and resources to address various aspects such as agricultural training, infrastructure development, community engagement, environmental sustainability, business growth, and land governance. By having dedicated experts in each of these areas, the project can be effectively managed and implemented, ensuring that all critical components are addressed and that the project goals are achieved efficiently across the entire project area.

Technical Expert Team Roles:

- **FFS Specialist (TA):** Focuses on Farmer Field Schools (FFS), providing training and support to farmers to improve agricultural practices and productivity.
- **Infrastructure Specialist (TA):** Manages the development and maintenance of infrastructure projects, ensuring they meet the required standards and are completed on time.
- **Community Development and Social Inclusion Specialist (TA):** Works on engaging local communities, ensuring their inclusion in the project, and addressing social issues.
- **Access to Finance Manager (TA):** Provides technical assistance in improving access to finance for project beneficiaries.
- **Climate Change and Environment Specialist (TA):** Provides expertise on environmental sustainability and climate resilience, helping to integrate these aspects into the project. The specialist will be responsible for all project safeguards.
- **Business Development Specialists (2) (TA):** These specialists support local businesses, helping them grow and integrate into the project's economic activities.
- **Land Governance and Titling Expert (TA):** Focuses on land rights and titling, ensuring that land governance issues are addressed and that titles are properly managed.
- **Driver:** Provides transportation support for the team, ensuring they can travel to various project sites efficiently.
- **Finance and Administrative Assistant:** Manages financial records, budgeting, and administrative tasks to support the smooth operation of the project.

168. The Technical Expert team will spend 80% of their time in the field to oversee implementation across the provinces and 20% of their time in the office for reporting and planning.

Field Work (80%)

169. The team will actively monitor and support the execution of projects and initiatives across various provinces. This includes regularly visiting project sites to ensure that activities are being carried out as planned. They will engage with local stakeholders, including community leaders, government officials, and project beneficiaries, to gather feedback and address any issues. Additionally, the team will provide on-the-ground training and support to local teams to enhance their skills and ensure they can effectively implement the projects. Identifying and addressing any challenges or obstacles that arise during implementation will also be a key part of their fieldwork.

Office Work (20%)

170. In the office, the team will compile and analyze data collected from the field to prepare comprehensive reports. This involves reviewing and interpreting data to assess project progress and outcomes, writing detailed reports that summarize findings, highlight successes, and identify areas for improvement. They will also share these reports with relevant stakeholders, including funders, partners, and internal teams.

171. The team will focus on strategic planning and coordination as well. This includes developing detailed plans for upcoming projects, including timelines, resource allocation, and risk management strategies. Ensuring that all team members are aligned and that activities are coordinated effectively across different provinces is crucial. Regularly reviewing project plans and making adjustments based on feedback and new information will help ensure continuous improvement.

172. By balancing their time between fieldwork and office tasks, the Technical Assistance team can ensure that projects are implemented effectively and that there is continuous improvement based on real-time feedback and data. During the start-up phase, it is crucial to recruit key positions to ensure the project is adequately staffed from the outset. This will allow the new team members to participate in the start-up workshop, which is designed to introduce them to the diverse themes and the project's objectives. The workshop will provide an opportunity for team members to understand their roles, establish working relationships, and align on the project's goals and methodologies. By having these key positions filled early, the project can benefit from a cohesive and well-prepared team, ready to tackle the challenges ahead.

Provincial Project Implementation Units (PPIUs)

173. To ensure effective project coordination and implementation at the provincial level, five Provincial Project Implementation Units (PPIUs) will be established, one in each province. The coordination of these units will be led by the IDA Head of Department in each of the five provinces.

174. Each PPIU will be staffed with the following core team members:

- **Project Coordinator:** The IDA Head of Department will serve as the Project Coordinator, providing overall leadership and ensuring alignment with national objectives and strategies.
- **Team Leader:** The Team Leader will assist the Project Coordinator in managing day-to-day operations, overseeing project activities, and ensuring that targets and milestones are met.
- **Finance and Administrative Assistant:** This role will handle financial management, budgeting, and administrative tasks, ensuring that resources are used efficiently and transparently.
- **Driver:** The Driver will support the team by providing transportation for field visits, ensuring that staff can reach remote areas to monitor and support project activities.

Key Responsibilities of PPIUs:

- **Local Coordination:** PPIUs will coordinate with local stakeholders, including farmers, community leaders, and local government officials, to ensure that project activities are relevant and effectively address local needs.
- **Implementation of Activities:** The units will oversee the implementation of various project activities, such as training programs, distribution of resources, and technical support to farmers.
- **Monitoring and Evaluation:** PPIUs will regularly monitor progress and evaluate the impact of project activities, providing feedback and reports to the central coordination team to facilitate continuous improvement.
- **Resource Management:** Efficient management of financial and material resources will be a key responsibility, ensuring that all activities are conducted within budget and resources are allocated appropriately.
- **Reporting:** Regular progress reports will be prepared and submitted to the central coordination team, highlighting achievements, challenges, and any adjustments needed to improve project outcomes.
- **By establishing these PPIUs,** the project aims to enhance local engagement, ensure timely and effective implementation of activities, and build the capacity of provincial institutions to sustain agricultural development initiatives.

Municipality Level Coordination

175. Municipality Level Coordination involves engaging Municipality Administrators at the outset of all PRODESA activities. This consultation process ensures that these local leaders are fully informed about the planned interventions within their communities. By keeping Municipality Administrators in the loop, the project can leverage their local knowledge and authority to facilitate smoother implementation. This coordination helps in addressing any local issues promptly, gaining community support, and ensuring that the interventions are well-aligned with the community's needs and priorities. It also allows for more effective mobilization of resources and support from the municipal level whenever necessary.

176. The PPIU will supervise the extension agents (2 per municipality) engaged in the FFS implementation at the municipal level, as well as the Master Trainers engaged in the capacity-building interventions.

Project Steering Committee (PSC)

177. The PSC will be established at the national level and chaired by the MINAGRIP Secretary of State for Agriculture and Livestock. This committee plays a crucial role in overseeing the overall direction and strategic decisions of the project. Its responsibilities include:

- **Strategic Oversight:** Ensuring that the project aligns with national development goals and policies.
- **Coordination:** Facilitating collaboration among various ministries and public entities to ensure a cohesive approach to achieving PRODESA's development objectives.
- **Resource Allocation:** Overseeing the allocation of resources and ensuring that financial and human resources are used effectively.
- **Policy Guidance:** Providing policy direction and resolving any high-level issues that may arise during the project implementation.
- **Monitoring and Evaluation:** Reviewing progress reports and performance metrics to ensure the project is on track and making necessary adjustments.

178. The committee includes members from key ministries such as Planning, Finance, Fisheries and Marine Resources, Social Action, Family, and Women's Promotion, Industry and Commerce, Youth and Sports, Education, Public Works, Urbanism and Housing, Energy and Water, Culture and Tourism, Environment, and public entities dealing with gender, youth, and people with disabilities. This diverse composition ensures that all relevant sectors are represented and can contribute to the integrated approach of PRODESA.

Provincial Project Steering Committee (PPSC)

179. At the provincial level, a PPSC will be established in each participating province, chaired by the Provincial Governor or his/her delegate. The PPSC is responsible for the localized implementation of the project and ensuring that it meets the specific needs of the province. Its roles include:

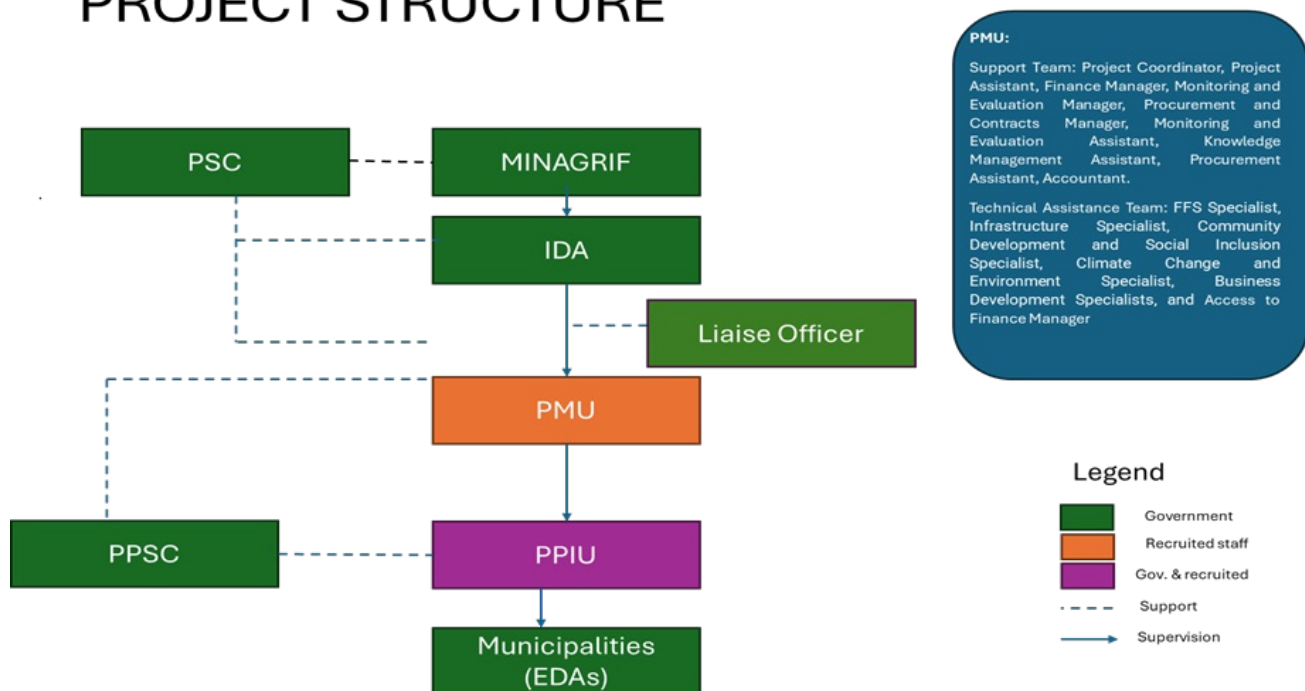
- **Local Oversight:** Ensuring that the project activities are tailored to the provincial context and align with local development plans.
- **Stakeholder Engagement:** Engaging with local stakeholders, including civil society, NGOs, the private sector, and beneficiaries, to ensure their needs and perspectives are considered.
- **Implementation Support:** This involves providing support and guidance to the project implementation teams to address local challenges and ensure smooth execution. Additionally, this structure will intervene on behalf of the project with the national structure in case of blockages imposed by intermediate structures, ensuring that any obstacles are effectively managed and

resolved.

- **Monitoring and Reporting:** Monitoring the progress of the project at the provincial level and reporting to the national PSC on achievements and issues.
- **Resource Mobilization:** Assisting in mobilizing local resources and ensuring effective use of funds and other resources at the provincial level.

180. The PPSC includes the Provincial Director of Agriculture, Livestock and Fisheries Directorate, the Provincial IDA representative, Provincial Directorates, representatives of civil society or NGOs, the private sector, and at least two representatives of beneficiaries/producers' organizations. This inclusive structure ensures that the project benefits from local knowledge and expertise, and that the voices of various stakeholders are heard in the decision-making process.

PROJECT STRUCTURE



Implementation arrangements by implementing partners and component

Component 1. Resilient Agricultural Farming and Livelihood Systems

Sub-component 1.1: Community Mobilization and Participatory Planning for Resilience

181. **Implementation:** Managed by IDA and the Community Development and Social Inclusion specialist in the PMU in close collaboration with municipalities. Service providers competitively contracted for municipal level characterization of production basins and facilitation of participatory community planning processes.
182. The main responsibilities of the **Community Development and Social Inclusion Specialist** will be:
183. **Facilitation and Coordination:** Lead the mobilization and engagement of community members, ensuring inclusive participation. Coordinate with local leaders, community groups, and stakeholders to foster collaboration and trust.
184. **Capacity Building:** In collaboration with the selected service providers, conduct training sessions and workshops on gender equality, social inclusion, and community development. Empower women, youth, and marginalized groups through the Gender Action Learning System (GALS) methodology. Provide ongoing support and mentorship to community members to strengthen their capacities.
185. **Participatory Planning:** Oversee the service providers' facilitation of participatory risk and vulnerability assessments, ensuring all voices are heard. Guide the development of Community Resilience Project Action Plans (CRPAP) through inclusive and transparent processes. Ensure the integration of social inclusion principles in all planning activities.
186. **Technical Assistance to Service Provider:** Provide technical assistance and guidance to the service provider to ensure alignment with project goals and methodologies. Support the service provider in developing tools and methodologies for participatory planning and risk assessments. Ensure that the service provider's activities are culturally appropriate and tailored to the specific needs of the communities involved.
187. **Supervision of Service Provider:** Supervise the service provider's activities to ensure they adhere to the agreed-upon methodologies and project plan. Monitor the quality of services provided by the service provider to ensure they meet project standards and objectives. Conduct regular evaluations of the service provider's performance and provide feedback for improvement. Ensure that the service provider does not deviate from the project plan and objectives.
188. **Monitoring and Evaluation:** Monitor the implementation of community development activities, ensuring adherence to social

inclusion goals. Evaluate the impact of interventions on community resilience and social inclusion. Provide feedback and recommendations for continuous improvement.

189. **Advocacy and Representation:** Advocate for the rights and needs of marginalized groups within the project framework. Represent community interests in project meetings and decision-making processes. Ensure that community concerns and feedback are communicated to project management.

Role of Service Providers:

190. **Technical Support:** Conduct the gender-sensitive characterization of production basins in each municipality. Provide technical expertise in areas such as agricultural production, market analysis, and climate resilience. Develop tools and methodologies for participatory planning and risk assessments, in collaboration with the Community Development and Social Inclusion Specialist.
191. **Facilitation of Participatory Processes:** Facilitate community meetings, focus groups, and plenary discussions to gather input and build consensus. Support the mapping of existing community livelihood groups, SMEs, processors, and traders. Assist in the organization of communities into Farmer Field Schools (FFS), Agropastoral Field Schools (APFS), cooperatives, and associations.
192. **Development of CRPAPs:** Collaborate with the Community Development and Social Inclusion Specialist to draft and finalize CRPAPs. Ensure that CRPAPs include comprehensive plans for crop production, agroforestry, silvopastoral systems, community infrastructures, and conservation areas. Provide technical guidance on the implementation of CRPAPs.
193. **Capacity Building and Training:** Conduct training sessions on technical aspects of agricultural production, climate resilience, and market access. Provide resources and materials for community training and capacity building. Support the establishment and management of community funds (caixa comunitaria).
194. **Monitoring and Reporting:** Monitor the progress of community development activities and provide regular reports to the Community Development and Social Inclusion Specialist. Evaluate the effectiveness of interventions and recommend adjustments as needed. Ensure compliance with project goals and objectives.

Collaboration Between Roles:

195. **Joint Planning:** The Community Development and Social Inclusion Specialist and Service Providers will work together to ensure that community development activities are inclusive, technically sound, and aligned with project goals.
196. **Shared Responsibilities:** Both roles will share responsibilities in facilitating participatory processes, developing CRPAPs, and providing capacity building and training.
197. **Continuous Communication:** Regular communication and collaboration between the Community.

Sub-component 1.2: Technical training and experimental learning using Agropastoral/Farmer fields schools :

198. **Implementation:** Led by IDA and the PMU FFS expert in close collaboration with municipal level EDA staff. A service provider (A) will be selected for the development of curricula and training of master trainers. FAO is one potential service provider for this role. Other service providers (B) will be competitively selected for the implementation of the Farmer Field Schools (FFS) and Agropastoral Field Schools (APFS), except in Bié where IDA/EDA has good capacity and will implement the FFS directly.

PMU Farmer Field School Expert (FFS Expert):

199. The FFS Expert will provide specialized support and expertise in the implementation of Farmer Field Schools (FFS) and Agropastoral Field Schools (APFS). The FFS Expert will work closely with the service provider, IDA, and the Agricultural Development Station (EDA) to ensure the successful delivery of FFS/APFS activities. The FFS Expert will have a supervisory role over the service provider and will report directly to the Project Coordinator.
200. The FFS Expert's responsibilities include providing technical expertise in areas such as agricultural production, climate resilience, and sustainable land management. They will support the development and refinement of FFS/APFS curricula, ensuring they are tailored to local needs and conditions, and assist in the identification and training of master trainers. The FFS Expert will work closely with the service provider to roll out FFS/APFS across the project area, providing hands-on support to master trainers and farmers during FFS/APFS sessions. They will ensure the integration of best practices and innovative techniques in FFS/APFS activities.
201. Supervising the service provider's activities is a critical role for the FFS Expert. They will ensure the service provider adheres to the agreed-upon methodologies and project plan, monitor the quality of services provided, conduct regular evaluations of the service provider's performance, and provide feedback for improvement. The FFS Expert will ensure that the service provider does not deviate from the project plan and objectives and will report directly to the Project Coordinator on the progress and performance of the service provider.
202. The FFS Expert will also conduct training sessions for farmers on technical aspects of agricultural production, climate resilience, and market access. They will support the establishment and management of community funds (caixa comunitaria) within FFS/APFS groups and provide ongoing mentorship and support to farmers to strengthen their capacities. Monitoring the implementation of FFS/APFS activities, evaluating the impact of interventions, and providing feedback and recommendations for continuous improvement are also key responsibilities.
203. Collaboration with the Agricultural Development Station (EDA) is essential. The FFS Expert will leverage EDA's expertise and

resources, ensure alignment with EDA's extension services and support mechanisms, and facilitate knowledge sharing and coordination between EDA and FFS/APFS activities.

Role of Service provider A:

204. Developing comprehensive and tailored curricula for FFS and APFS, addressing the specific needs of different farming and production systems captured in the CRPAP. The curricula should include topics such as climate resilience, regenerative practices, nutrition-sensitive farming, integrated soil fertility management, integrated pest management, local seed production, and sustainable land management. The service provider will identify and train master trainers from EDA and service providers (B) who will lead the training and support for FFS and APFS facilitators, providing them with the necessary skills and knowledge to effectively deliver the curricula and support farmers. Master trainers should be equipped to handle diverse agroecological zones and livelihood systems.

Role of Service providers B:

205. The service provider will implement FFS and APFS across the project area, except in Bié where IDA will implement directly. They will train FFS and APFS facilitators and facilitate the establishment and strengthening of existing FFS/APFS, ensuring they are inclusive and participatory. Ongoing support and monitoring will be provided to ensure the successful implementation of FFS/APFS. Additionally, the service provider will conduct training sessions for farmers on technical aspects of agricultural production, climate resilience, and market access. They will support the establishment and management of community funds (caixa comunitaria) within FFS/APFS groups and provide resources and materials for community training and capacity building. They will also assist the FFS and APFS in planning and implementing their production investments.

206. Monitoring the progress of FFS/APFS activities, aggregate data from logbooks and providing regular reports to project FFS Expert is another key responsibility. The service provider will evaluate the effectiveness of interventions and recommend adjustments as needed, ensuring compliance with project goals and objectives.

Support Provided by Agricultural Development Station (EDA):

207. The Agricultural Development Station (EDA) will provide additional support and resources to the implementation of FFS/APFS activities. EDA will collaborate with the service provider, FFS Expert, and IDA to ensure the successful delivery of project activities.

208. EDA's responsibilities include providing technical expertise and resources to support FFS/APFS activities, assisting in the development and refinement of FFS/APFS curricula, and supporting the identification and training of master trainers. EDA will conduct training sessions for farmers on technical aspects of agricultural production, climate resilience, and market access, provide resources and materials for community training and capacity building, and support the establishment and management of community funds (caixa comunitaria) within FFS/APFS groups.

209. Monitoring the implementation of FFS/APFS activities, evaluating the impact of interventions, and providing feedback and recommendations for continuous improvement are also key responsibilities. EDA will collaborate with the service provider, FFS Expert, and IDA to ensure the successful delivery of project activities, facilitate knowledge sharing and coordination between EDA and FFS/APFS activities, and ensure alignment with EDA's extension services and support mechanisms.

Sub-component 1.3 Supporting the San People through climate adaptive livelihood activities and forest management and conservation

210. **Implementation:** Will be led by IDA in close collaboration with the Ministry of environment and will be implemented by an NGO competitively selected and with proven experience in working with the San people including managing FPIC processes and respecting their traditions and empowering their self-determination. The pilot assigning land-use rights to nomadic groups and implementing forest and wildlife restoration plans should be implemented in close collaboration with province authorities and the Ministry of Environment.

Role of NGO with Proven Experience of Working with San People:

211. The NGO will be responsible for implementing activities aimed at enhancing the resilience and livelihoods of the San people through climate adaptive livelihood activities and forest management and conservation. The NGO will work closely with the Community Development and Social Inclusion Specialist, the FFS Expert, Land Governance, Climate Change and Environment Specialist and Titling Expert of the PMU and the Ministry of Environment to ensure the successful delivery of project activities.

Responsibilities:

212. The NGO will conduct outreach campaigns to inform San community leaders, organizations, and groups about the project. They will obtain Free, Prior, and Informed Consent (FPIC) from the San community for participation in the project and select interested San groups to participate in the project. The NGO will facilitate participatory community planning with San groups to identify livelihood development needs and opportunities. This includes mapping the use of forest, water, and biodiversity resources in the landscapes inhabited by the San people and assessing threats and opportunities to their livelihoods, including loss of habitat and hunting areas.

213. Training and capacity building are key responsibilities of the NGO. They will conduct training sessions on literacy, nutrition, health and sanitation, climate change impacts, agroforestry farming practices, and ecotourism. The NGO will provide small livelihood diversification packages, including equipment, tools, and inputs for activities such as beekeeping, agroforestry, and ecotourism. Additionally, the NGO will pilot the assignment of forest land-use rights to nomadic groups and develop forest and wildlife restoration and conservation plans, including non-timber forest income activities such as honey production and eco-

tourism.

Collaboration with Other Roles

Community Development and Social Inclusion Specialist:

214. The NGO will work closely with the Community Development and Social Inclusion Specialist to address social issues and ensure inclusive participation of the San people. The specialist will provide technical assistance and guidance to the NGO, ensuring alignment with project goals and methodologies. They will support the NGO in developing tools and methodologies for participatory planning and risk assessments, ensuring that activities are culturally appropriate and tailored to the specific needs of the San community.
215. The specialist will supervise the NGO's activities to ensure they adhere to the agreed-upon methodologies and project plan. They will monitor the quality of services provided, conduct regular evaluations of the NGO's performance, and provide feedback for improvement. The specialist will ensure that the NGO does not deviate from the project plan and objectives and will report directly to the Project Coordinator on the progress and performance of the service provider.

Role of Land Governance and Titling Expert

216. The Land Governance and Titling Expert is responsible for working with the NGO and the San groups participating in the project and negotiating with provincial governments of Cuando Cubango and Moxico, MINADER and the Geodesic and Cartographic Institute of Angola (GCIA) to identify forest areas important for landscape restoration with co-benefits for the conservation of water resources and wildlife. Discuss and agree on how these areas can be allocated as pilots to San groups eventually through the issuing of a "perpetual right of useful customary domains" giving the groups the role of custodians and sustainable users of these areas sufficiently big to sustain their way-of-life.

FFS Expert:

217. The NGO will collaborate with the FFS Expert on production-related activities. The FFS Expert will provide technical expertise in areas such as agricultural production, climate resilience, and sustainable land management. They will assist the NGO in developing and refining curricula for training sessions and support the identification and training of master trainers. The FFS Expert will ensure the integration of best practices and innovative techniques in livelihood activities.
218. The FFS Expert will supervise the NGO's production-related activities, ensuring they adhere to best practices and innovative techniques. They will monitor the quality of training sessions and curricula, conduct regular evaluations of the service provider's performance, and provide feedback for improvement. The FFS Expert will ensure that the NGO integrates climate resilience and sustainable land management practices into livelihood activities.

Ministry of Environment:

219. The NGO will work with the Ministry of Environment to support land-use rights activities and environmental conservation. The Ministry will provide technical assistance and guidance on regulatory barriers impacting the San people's way of life and land-use tenure security. They will collaborate with the NGO to develop forest and wildlife restoration and conservation plans, ensuring alignment with national environmental policies and regulations.

Climate Change and Environment Specialist:

220. The Climate Change and Environment Specialist will ensure that the NGO's activities comply with environmental and social safeguards. They will monitor the implementation of forest management and conservation activities, ensuring adherence to SECAP guidelines and national environmental policies. The specialist will evaluate the impact of interventions on ecosystem resilience and provide feedback and recommendations for continuous improvement.

Component 2. Improved Connectivity and Access to Markets.

Subcomponent 2.1. Supply chain Structuring and Linkage to Markets

221. **Implementation:** Will be led by IDA and the PMU Access to Finance Manager, and the Business Development Specialists in close collaboration with PPIUs. The implementation will be done by a competitively selected service providers to ensure high quality TA in the areas of agri-business development, business planning, access to finance (and co-finance) etc. The delivery of these services will be done under the supervision of the PPIU and the close support of the IDA and EDA teams.

Role of Competitively Selected Business Development Services Provider

222. The Business Development Services (BDS) providers will play a crucial role in supporting businesses, particularly cooperatives and associations, and micro, small, and medium enterprises (MSMEs). Their responsibilities include assisting businesses in creating comprehensive and strategic business plans that outline their goals, strategies, market analysis, and financial projections. Additionally, BDS providers will offer training programs to enhance the skills and knowledge of entrepreneurs and their teams in areas such as financial management, marketing, operations, and leadership. They will also conduct market research to identify opportunities and threats, helping businesses make informed decisions. Furthermore, BDS providers will facilitate connections with potential partners, mentors, and investors to support business growth.

Management of Financing Mechanism

223. The financing mechanism will be managed through a structured hierarchy involving several key roles within the Project Management Unit (PMU). The Access to Finance Manager, who reports to the Project Coordinator, is responsible for overseeing the financial aspects of the mechanism, including managing funds, ensuring compliance with financial regulations, and

coordinating with financial institutions. Business Development Specialists, reporting to the Access to Finance Manager, focus on identifying and developing new business opportunities by conducting market research, developing strategies, and maintaining relationships with clients. Service Providers, who report to the Business Development Specialists, execute assigned tasks, provide solutions, and suggest improvements based on client needs.

Collaboration Mechanism

224. The PMU, Access to Finance Manager, Business Development Specialists, and Service Providers work in close collaboration with various entities to ensure the success of the project. The PMU and its team work with the Provincial Directorate of Agriculture, Fisheries, and Forestry to align business development activities with regional agricultural, fisheries, and forestry policies, ensuring that supported businesses contribute to the sustainable development of these sectors. Additionally, the PMU collaborates with the National Institute of Support for Micro, Small, and Medium Enterprises to leverage their expertise in MSME development, accessing training programs, research, consultancy, and policy support to enhance the capabilities of MSMEs. The PMU also works with the Agrarian Development Station (EDA) to integrate municipal economic development resources, support multifaceted projects, and foster local economic growth through strategic planning, interagency coordination, and capital investments.

225. This collaboration between entities ensures a holistic approach to business development, combining financial management, strategic planning, training, and policy alignment. The integrated effort aims to foster sustainable growth and competitiveness for MSMEs in the region.

Role of Land Governance and Titling Expert

226. The Land Governance and Titling Expert will be responsible for supporting FFS groups, cooperatives, associations and MSMEs in securing the necessary land rights for infrastructure projects. This includes identifying, negotiating, and securing certification of land user rights while ensuring compliance with zoning laws, land use regulations, and environmental considerations. They play a crucial role in preventing project delays due to land disputes and ensuring that land assignment processes are fair and transparent.

Subcomponent 2.2: Public Investments in Market-Access Infrastructure

227. **Implementation:** Will be managed by the PPIU with technical supervision from the IDA and in coordination with MinAGRIF, Ministry of Infrastructure, municipalities and Ministry of Energy and Water, to ensure infrastructure investments align with local development and maintenance plans. Service providers will be competitively contracted as needed to execute infrastructure projects.

Role of Competitively Selected Service Providers

228. Service providers selected through a competitive process will play a vital role in implementing infrastructure projects. Their responsibilities include planning, designing, and executing infrastructure projects such as roads, bridges, and storage and market facilities. These providers bring specialized expertise and resources to ensure that projects are completed efficiently, within budget, and to the required standards. They are also responsible for adhering to safety regulations and quality standards throughout the project lifecycle.

Supervisor Role of the Infrastructure Specialist:

229. The Infrastructure Specialist supervises the service providers, ensuring that all project activities align with the project's goals and standards. This role involves overseeing the planning, development, and implementation phases, coordinating with stakeholders, and resolving any technical or logistical issues that arise. The Infrastructure Specialist also monitors project progress, makes necessary adjustments, and ensures compliance with safety and quality standards.

Support from Local Municipalities:

230. Local municipalities play a crucial role in supporting the maintenance of infrastructure projects once they are completed. They are responsible for the ongoing upkeep and repair of infrastructure to ensure its longevity and functionality. This includes routine maintenance tasks, such as cleaning, minor repairs, and monitoring the condition of the infrastructure. Municipalities may also leverage local resources and workforce to manage these activities efficiently.

Support from the Ministry of Infrastructure:

231. The Ministry of Infrastructure provides major capital planning services, procurement, and delivery for infrastructure projects. They guide investments in critical infrastructure, such as roads, bridges, and public facilities, ensuring that these projects support community growth and development. The Ministry also offers policy guidance, funding, and technical support to ensure that infrastructure projects meet national standards and contribute to long-term sustainability.

Support from the Ministry of Energy and Water:

232. The Ministry of Energy and Water supports infrastructure projects by ensuring that they are integrated with energy and water management systems. This includes providing technical expertise, funding, and regulatory oversight to ensure that infrastructure projects are energy-efficient and sustainable. The Ministry also collaborates with other stakeholders to implement renewable energy solutions and water management practices that enhance the overall effectiveness and sustainability of infrastructure projects.

Role of Community Development and Social Inclusion Specialist:

233. The Community Development and Social Inclusion Specialist ensures that infrastructure projects are inclusive and beneficial to all community members, especially vulnerable and marginalized groups. They identify the needs of these groups, involve them in the project design and implementation, and ensure that the projects promote social equity and inclusion. This specialist also works to mitigate any adverse social impacts and manage social risks associated with the projects.

Role of Land Governance and Titling Expert:

234. The Land Governance and Titling Expert is responsible for securing the necessary land user rights for infrastructure projects. This includes identifying, negotiating, and securing user right certificates while ensuring compliance with zoning laws, land use regulations, and environmental considerations. They play a crucial role in preventing project delays due to land disputes and ensuring that land acquisition processes are fair and transparent.

Role of Climate Change and Environment Specialist:

235. The Climate Change and Environment Specialist ensures that infrastructure projects are resilient to climate change and environmentally sustainable. They integrate climate adaptation and mitigation strategies into project designs, promote the use of sustainable materials and practices, and ensure compliance with environmental regulations. This specialist also works to minimize the environmental footprint of infrastructure projects and enhance their long-term sustainability.

Component 3. Institutional Strengthening, Policy Support and Implementation Support Services

Subcomponent 3.1: Institutional Strengthening and Policy Support

Role of Service Providers

236. Service providers contracted under this subcomponent play a crucial role in enhancing institutional capacities and supporting policy-making processes. Their responsibilities include:

237. **Capacity Building Training:** Service providers will deliver training programs aimed at improving the skills and knowledge of personnel within various institutions. This includes training on topics such as governance, financial management, project implementation, monitoring and evaluation, and sector-specific technical skills. The goal is to build a competent workforce capable of effectively managing and executing projects and policies.

238. **Analytical and Advisory Support for Policy Making:** Service providers will offer analytical and advisory services to support evidence-based policy-making. This involves conducting research, data analysis, and providing expert advice on policy formulation, implementation, and evaluation. They will help institutions understand the implications of different policy options and make informed decisions that align with national development goals.

239. Collaboration with Other Institutions

240. Service providers will collaborate with various institutions to ensure the successful delivery of capacity building and policy support activities. This collaboration includes:

241. **Government Ministries and Agencies:** Service providers will work closely with relevant government ministries and agencies to align training programs and policy support activities with national priorities and strategies. They will ensure that the training content and policy advice are tailored to the specific needs of these institutions and support their overall objectives.

242. **Local Municipalities:** Collaboration with local municipalities is essential for the practical implementation of policies and projects at the grassroots level. Service providers will engage with municipal authorities to ensure that training programs address local challenges and opportunities. They will also support municipalities in implementing and monitoring policies effectively.

243. **Educational and Research Institutions:** Service providers will partner with universities, research centers, and other educational institutions to leverage their expertise and resources. This collaboration will enhance the quality of training programs and policy analysis, ensuring that they are based on the latest research and best practices.

244. **Non-Governmental Organizations (NGOs):** NGOs often have valuable insights and experience in community development and social inclusion. Service providers will collaborate with NGOs to incorporate these perspectives into training programs and policy advice. This partnership will help ensure that policies are inclusive and address the needs of vulnerable and marginalized groups.

245. **International Organizations and Donors:** Service providers will engage with international organizations and donors to align their activities with global standards and access additional resources. This collaboration will enhance the effectiveness of capacity building and policy support activities and ensure that they contribute to broader development goals.

246. Based on the framework of actors outlined above, the table below summarises the implementation arrangements among the various implementing partners for each sub-component.

Component	Roles of implementing partners (IDA to lead on all components, and conduct all bidding processes for service providers)
Component 1. Resilient Agricultural Farming and Livelihood Systems	

1.1. Community mobilization and participatory planning for resilience.	Competitively selected service providers for characterisation of production basins, and for facilitation of participatory community planning process and development of the CRPAPs.
1.2. Technical training using Agropastoral/ Farmer fields schools for increased production, resilience and nutrition.	Competitively selected service provider to develop curriculum, train master trainers and roll out FFS/APFS (FAO is one potential well-suited service provider), except in Bié where IDA has good capacity and will implement directly. Support also provided by Agricultural Development Station (EDA)
1.3. Supporting the San People through livelihood and forest management and conservation interventions	Implemented by competitively selected NGO with proven experience of working with San People. Ministry of Environment to support on land-use rights activities
Component 2. Improved Connectivity and Access to Markets.	
2.1 Supply chain structuring and linkage to markets	Competitively selected Business Development Services provider to support preparation of business plans and other training. PMU to manage financing mechanism. Will work in close collaboration with Provincial Directorate of Agriculture, Fisheries and Forestry and the National Institute of Support for Micro, Small and Medium Enterprises, as well as EDA
2.2 Public Investments in Market-Access Infrastructure	Service providers competitively selected to implement infrastructure projects Local municipalities to support maintenance. Support to be provided by the Ministry of Infrastructure and Ministry of Energy and Water.
Component 3. Institutional Strengthening, Policy Support and Implementation Support Services	
3.1 Institutional Strengthening and 3.2 IFAD Supervision	Service providers to be contracted to provide capacity building training, and to provide analytical and advisory support for policy making.

IFAD Supervision and implementation support

247. IFAD aims to ensure effective supervision and implementation support for the project, contributing to its successful execution and the achievement of its development objectives.

IFAD's Role and Responsibility in Supervision and Implementation Support

Review and Approval of the Annual Work Plan and Budget (AWPB): IFAD will play a crucial role in reviewing and approving the Annual Work Plan and Budget (AWPB) for the project. This process will involve close collaboration with the Project Steering Committee (PSC), which will include representatives from relevant government ministries and other stakeholders. The AWPB will outline the project's planned activities, budget allocations, and expected outcomes for the year. IFAD will ensure that the AWPB aligns with the project's objectives, government strategies, policies, and programs, as well as with the initiatives of other development partners.

Project Progress and Linkages: IFAD will monitor the project's progress through regular reports and updates from the Project Management Unit (PMU). This will include assessing the project's achievements against its targets, identifying any challenges or delays, and recommending corrective actions. IFAD will also ensure that the project maintains strong linkages with government strategies, policies, and programs, as well as with other development partners' initiatives. This will help to maximize synergies and avoid duplication of efforts.

Role of the Ministry of Finance and the Ministry of Planning or External Resources Divisions in Project Restructuring: The Ministry will ensure proper allocation of national contribution, coordination and payment of the loan proceeds. In the event that project restructuring is required, the Ministry of Finance or relevant External Resources Divisions will play a key role. This may involve reallocating funds, adjusting project activities, or extending the project timeline. IFAD will work closely with these entities to ensure that any restructuring aligns with the overall objectives of the project and addresses any emerging challenges or opportunities.

Annual Supervision Missions: IFAD will conduct Annual Supervision Missions to review the project's implementation progress, financial management, procurement processes, and overall performance. These missions will involve field visits, meetings with project staff, beneficiaries, and other stakeholders, and a thorough review of project documentation. The findings and recommendations from these missions will be documented in a supervision report, which will be shared with the PMU and other relevant stakeholders.

Mid-term Review and Completion Mission: A Mid-term Review will be conducted halfway through the project's implementation period to assess its progress, effectiveness, and impact. This review will provide an opportunity to make any necessary adjustments to the project's design, implementation strategies, or targets. The Completion Mission will be conducted at the end of the project to evaluate its overall achievements, sustainability, and lessons learned. Both the Mid-term Review and Completion Mission will involve comprehensive assessments and consultations with stakeholders.

Interphase mission:

Implementation Support Missions: In addition to the Annual Supervision Missions, IFAD may conduct Implementation Support Missions as needed. These missions will provide targeted technical assistance, capacity building, and problem-solving support to the PMU and other implementing partners. The frequency and focus of these missions will be determined based on the project's needs and any emerging challenges.

Continuous IFAD Support: Taking advantage of its in-country presence, IFAD will provide continuous support to the project. This includes regular interactions with the PMU, government agencies, and other stakeholders to ensure smooth project implementation. IFAD's in-country staff will be available to provide on-the-ground support, facilitate coordination among partners, and address any issues promptly. This continuous support will enhance the project's responsiveness to emerging challenges and opportunities, ensuring sustained progress towards its objectives.

Project Completion Report: At the end of the project, a comprehensive Project Completion Report (PCR) will be prepared. This report will document the project's achievements, challenges, lessons learned, and overall impact. It will include an assessment of the project's sustainability and recommendations for future interventions. The PCR will be shared with all stakeholders, including the government, development partners, and beneficiaries, to inform future project designs and policy decisions. The completion report will serve as a valuable resource for understanding the project's contributions to rural development and for guiding future efforts in similar contexts.

3.3 Planning, Monitoring and Evaluation

248. **Planning** – Annual planning will begin with preparation of project Annual Workplan and Budget (AWPB), which forms the basis for implementation, monitoring and evaluation. AWPB activities and targets will align with the Project Logical framework. The planning process will be participatory and decentralized, beginning with municipal plans that will be consolidated into provincial plans and ultimately into a concise project AWPB. The process will be led by the Agricultural Development Station (EDA) and the Department of Agriculture, livestock and fisheries at municipal levels; by Institute of Agricultural development (IDA) at provincial, and consolidation by the PMU led by the M&E manager at national level. A consolidated AWPB draft will be submitted to IDA at national level for further approvals at the Project Coordination Committee (PCC), and ultimately seek IFAD No objection. The planning cycle will align with GoA's timeline, and the draft should be sent to IFAD latest by 31st October of every year or 60 days before the start of the next Project Year. This will provide sufficient time for possible revisions and final approval prior to the start of the project year.
249. The approved AWPB will be the sole mechanism for spending PRODESA's resources. It will also be instrumental for monitoring physical progress against financial execution of planned activities, as well as performance of implementing partners. The initial AWPB will be based on PDR and its annexes, revised by PMU at start-up, while subsequent AWPBs will align with the annual planning cycle.
250. **Monitoring and evaluation M&E system.** PRODESA will set up a M&E system which avails tools, processes and resources necessary for providing accurate quantitative and qualitative, and up-to-date data and information to management for decision making, government, IFAD and stakeholders. The system will be anchored in the Project's Logical Framework. A project Management Information System (MIS) will be established, integrating M&E functions to facilitate data management through efficient retrieval, analysis, reporting, and planning. The MIS will have three layers: i) the data layer for storage and database management; ii) business logic for data processing and analysis; and iii) the interface featuring a web-based dashboard.
251. **The logical framework** will be central for planning, budgeting and monitoring and evaluation of the project. It will capture quantified data against annual, mid-term, and end targets. The logical framework will provide updated data on IFAD Core Indicators and project specific indicators at output, outcome, and impact levels based on data collected through M&E system including mandatory COI Surveys. The Project will also collect data using a broader operational framework for M&E to ensure that sufficiently detailed information is available for management decision making. The logical framework, progress and survey reports will constitute main sources of data and insights to management for defining actions aimed at enhancing the effectiveness of the project's Theory of Change throughout project life cycle.
252. **Project evaluation.** PRODESA will use quantitative and qualitative methods to evaluate the contribution of project interventions on beneficiaries' resilience, incomes and nutrition, as well as multidimensional poverty. Project's quantitative and qualitative studies will be supplemented with IFAD mandatory Core Outcome Surveys to be conducted at Baseline in the first year of the project kick-off; the Midline halfway of the project lifetime (including annual outcome surveys after MTR); and the Endline in the last year of the project. These surveys will adhere to the Core Outcome Survey guidelines.
253. **Reporting** - Quarterly, bi-annual and annual reports will be produced by the respective implementing departments, with emphasis on a bottom-up reporting system, where provinces will be accountable for their activities and results with formal reporting responsibilities charged to the PMU. The PMU will consolidate the different reports to produce an PRODESA wide Semi-annual and Annual Progress Reports for submission to GoA and IFAD. Progress reports will also be made available prior to Supervision Missions along with necessary annexes, such as updated logical framework, procurement plan, and financial execution.
254. **Monitoring and Evaluation framework.** The project Monitoring and Evaluation framework will be aligned with the Angola 2019-2024 COSOP Results' Framework (extended to 2025). The framework will build on the lessons learned from the IFAD portfolio in Angola and other projects implemented by the IDA – MINAGRIF, addressing M&E risk and capacity limitations. PRODESA M&E capacity will be strengthened by having a competent M&E Unit at the PMU, reinforced with M&E workshop during start-up, dedicated training on key M&E aspects, completing OPAC M&E courses online, and refresher sessions to be held whenever deemed necessary. PRODESA M&E unit will join forces with ongoing IFAD financed projects and other Agricultural projects implemented by the IDA – MINAGRIF for experience exchange and synergies on M&E implementation. PRODESA M&E capacity will be further strengthened through IFAD Angola ICO support.
255. **M&E Staffing** – Project M&E responsibilities will be charged to the M&E Manager, supported by M&E Assistant at the PMU. These will be competitively recruited. At provincial level, M&E responsibilities will charge to the provincial Team Leader, and at municipal level to the Extension officer at EDA office. Training will be provided to the M&E team which includes the M&E Unit at PMU, project component leads, provincial team leaders, extension staff at municipal levels, as well as community facilitators to ensure quality in data collection, processing, analysis and reporting.

3.4 Knowledge Management and Country Level Policy Engagement (CLPE)

256. In a project, focused on sustainable development for subsistence family farmers, the type of knowledge produced would encompass various areas critical to the success and scalability of the initiative. Knowledge generated can be managed and used to ensure impactful outcomes and contribute to policy discussions, as well as IFAD's knowledge base. Policies that facilitate access to local, regional, and global markets for smallholder farmers may be insufficient. Lack of infrastructure, poor market information systems, and weak linkages between smallholders and markets prevent rural farmers from fully participating in value chains. PRODESA can contribute knowledge on best practices for building farmer cooperatives, improving rural infrastructure, and developing local supply chains. By documenting how subsistence farmers can be integrated into broader market networks, the project can guide policy reforms focused on improving market access and building resilient agricultural value chains. Best practices in sustainable agriculture focus on increasing productivity while maintaining the health of ecosystems, conserving natural resources, and improving farmers' livelihoods. These practices emphasize efficiency, resilience, and environmental stewardship. The project will focus on four key areas of knowledge produced, each playing a vital role in achieving sustainable development goals:
257. **Social and Cultural Knowledge:** This area delves into the social fabric of communities, examining the intricate dynamics that influence local behaviour and decision-making. It includes the study of gender roles and their impact on farming practices, as well as the interplay between traditional and modern agricultural techniques. Furthermore, it assesses community attitudes towards sustainability and the adoption of eco-friendly practices, ensuring that development initiatives are culturally sensitive and inclusive.
258. **Economic Knowledge:** This dimension focuses on understanding the economic aspects of sustainable development, particularly income generation for rural communities. It involves conducting cost-benefit analyses to assess the financial viability of various agricultural practices and innovations. Moreover, it explores market trends and strategies for value-chain integration, aiming to link farmers more effectively with markets, thus boosting profitability and resilience in a competitive economic landscape.
259. **Environmental Knowledge:** The environmental component assesses the impact of sustainable farming practices on key ecological factors, such as biodiversity conservation, soil health, and water resources. This includes evaluating how practices contribute to carbon sequestration and reduce greenhouse gas emissions. Additionally, it explores strategies to prevent environmental degradation, such as land restoration, erosion control, and the promotion of regenerative agriculture techniques that enhance long-term sustainability.
260. **Policy and Institutional Knowledge:** This area focuses on identifying and analysing effective policy frameworks and governance models that support sustainable rural development. It investigates the role of local, regional, and national institutions in shaping agricultural policies, and emphasizes the importance of stakeholder engagement in policy-making processes. Furthermore, it assesses how collaboration among governments, NGOs, and the private sector can enhance the scalability and success of rural development initiatives.
261. This will generate knowledge through various key methods such as:
- **Research and data collection** will play a central role, with baseline studies, impact assessments, and continuous monitoring of project interventions. Data on crop yields, household incomes, environmental impacts, and social benefits will be regularly gathered to inform future actions.
 - **Farmer Field Schools and demonstrations** will provide real-world testing and validation of sustainable agricultural practices, generating experiential knowledge that can be documented and shared among stakeholders.
 - **Collaborative learning** will take place through workshops, capacity-building activities, and training programs with farmers and local communities. These activities will generate valuable insights into practical challenges, cultural adaptations, and community dynamics in the context of sustainable farming.
 - **Adaptive management** will contribute to knowledge generation by employing a learning-by-doing approach. As the project evolves, flexibility in responding to emerging challenges will enable continuous improvement and refinement of strategies.
262. Recognizing the value of indigenous knowledge also promotes the empowerment of local farmers. It fosters community ownership of the project and encourages active participation, which is critical for the long-term success and sustainability of development programs.

3.5 Target group engagement

263. PRODESA will implement a beneficiary engagement approach based on IFAD guidelines. This approach will include: (i) transparent access to information and reporting on project activities and results; (ii) third party monitoring and evaluation of service providers, implementing partners, beneficiaries and project performance; (iii) active civil society participation through participatory evaluation of project results and interventions; (iv) establishment of a grievance and complaints mechanism as well as a beneficiary satisfaction feedback mechanism; and (v) transparent selection of service providers in the context of procurement by ensuring free access to public procurement, equal treatment of candidates and transparency of procedures. A stakeholder engagement plan will be developed from the start of the project, with a clear communication strategy and organisation of community awareness activities and presentation of results, regular evaluation of interventions.
264. At the operational stage, the first level of beneficiary engagement is defined through targeting. The project will implement a participatory, inclusive targeting approach that empowers communities in the targeting process. The targeting strategy will be supported by facilitation and empowerment activities (awareness, information, communication about the project, its activities, the target group and the targeting strategy). The second level of engagement is linked to the governance bodies where the actors are represented as full stakeholders. The third level is the creation of an information/feedback platform for beneficiaries at the level of each intervention municipality and the participation of stakeholders in activities to review the results of the project. The project will adopt a participatory mechanism in (i) the preparation of the AWPBs, (ii) the drafting of the various implementation documents (including, in particular, the targeting strategy, which defines the criteria for the selection of beneficiaries and the eligibility of their applications), (iii) the preparation of management plans (environmental and social management plan, resettlement plans, etc.).
265. Frameworks for exchange and consultation with stakeholders will be set up, as well as evaluation and research-action workshops to ensure feedback at all levels, direct interaction with the population, taking into account their requests, strengthening their participation and anticipating the causes of exclusion. Capacity building measures have been proposed for the different actors involved: (i) members of the Project Steering Committee, (ii) provincial/communal and municipal authorities and state structures directly involved in the implementation, (iii) technical service partners and other actors (service providers, NGOs). A digital platform will be set up to inform, communicate and interact with the population in the target areas in real time, as needed, on the project activities, to respond to their concerns, to collect comments, complaints and claims from beneficiaries. The project will also use local radio stations, social media (official WhatsApp account, Facebook,).
266. **Grievance redress:** Implementation of PRODESA may lead to abuses of rights, unfair allocation of resources, and exclusion from programs. A Project GRM has been developed at design to address these challenges and facilitate ongoing communication. The GRM comprises of three parallel systems: a) a community-based system presided by traditional community leaders; b) a formal system presided by IDA and MinAGRE; and d) the IFAD complaints procedure. Complainants will also be free to opt for the legal route at any point.
267. Overall responsibility for the GRM will be with the PMU, and it will cover all activities and sub-components of the PRODESA. The general GRM mechanism follows a basic set-up:
- Assess and Clarify
 - Report
 - Acknowledge and Follow-up
 - Verify and investigate
 - Monitor and evaluate
 - Feedback
268. The initial GRM employee identifying instances of gender-based violence, sexual exploitation, and harassment against women and children should promptly submit the grievance to the GRM. The grievance reporting will be informed of the administrative action and provided with contact information. The GBV-SHEA GRM shall promptly appoint the Gender Officer to commence the collection of incident information in collaboration with the project management, Committee, and implementing partner/contractor, as well as suppliers when applicable.
269. Dissatisfied clients may utilise IFAD's complaints procedures. The IFAD Complaints Procedure enables people and communities to directly communicate with IFAD to submit a complaint if they think they have been or will be adversely affected by an IFAD-funded Project/Programme that contravenes IFAD's Social and Environmental Policies and obligatory SECAP rules. This channel is exclusively for grievances about environmental, social, and climatic matters. The Office of Audit and Oversight of IFAD addresses allegations of fraud and corruption.
270. All allegations of sexual exploitation and abuse (SEA) must be reported to the IFAD Ethics Office. IFAD has a strict zero tolerance policy regarding sexual exploitation and abuse.
271. Details on all aspects related to GRM processes and procedures are presented together with the Stakeholder Engagement Plan Volume II of the ESCMF.
272. More details are contained in Sections 3 (institutional analysis) and 8 (monitoring and evaluation) of the SECAP Review Note (Annex 6).

3.6 Strategic partnerships

273. The strategic partnerships will leverage the strengths and resources of various stakeholders, ensuring a comprehensive and coordinated approach to achieving the project's objectives. Here are the key partnerships:
274. The project will work closely with various government institutions, including the Ministry of Agriculture and Forestry (MINAGRIF), which will serve as the lead executing agency. MINAGRIF will collaborate with other line ministries and partners to ensure the successful implementation of the project. Additionally, provincial and municipal authorities will play a crucial role in coordinating public and private interventions, ensuring that the project aligns with local needs and priorities.
275. International organizations will also be key partners. The Food and Agriculture Organization (FAO) may support the implementation of the Farmer Field School (FFS) methodology, strengthening the capacities of NGOs and the Institute of Agrarian Development (IDA). The African Development Bank and World Bank will be a critical partner, particularly in investment initiatives. The project will build on the value chain analysis and market study jointly undertaken with the World Bank's Smallholder Agriculture Development and Commercialization Project (SADCP).
276. Climate and environmental funds will also play a significant role. The Adaptation Fund (AF) will contribute to climate change adaptation efforts, particularly in vulnerable areas. Potentially the Vision for Adapted Crops and Soil (VACS) will contribute to the sustainable soil restoration and management.
277. Non-governmental organizations (NGOs) will be essential partners in community-based development. Local NGOs, such as the Adventist Development and Relief Agency, will provide technical assistance and capacity building. International NGOs will bring additional expertise and resources, particularly in areas such as natural resource management and climate change adaptation.
278. The private sector will be engaged to establish sustainable and productive partnerships between smallholders and agribusinesses, promoting value chain development and market access. Financial institutions, including local banks and non-banking financial institutions, will be involved to expand financial services to rural producers, transporters, processors, and traders.
279. Research institutions will provide critical support for the project. The International Institute of Tropical Agriculture (IITA) will offer research support in areas such as soil fertility improvement and drought-tolerant crops. WorldFish will support sustainable inland fishing and aquaculture initiatives.
280. South-South and Triangular Cooperation (SSTC) will be explored to share knowledge and resources. The project will seek partnership opportunities within the Southern African Development Community (SADC) and among Lusophone countries. IFAD will support ongoing SSTC between Angola and Brazil and explore opportunities within IFAD's SSTC facility in China.

3.7 Financial Management

281. Financial Management arrangements are detailed in the Annex 7 – Financial Management Assessment of the PDR and can be summarized as follows.

282. Flow of Funds and Disbursements.

283. Separate designated accounts will be opened in USD for each financing instrument in a commercial bank acceptable to IFAD. There will be separate operating accounts, which will be opened and maintained by the PMU, Bie or Luanda Sul, for each financing instrument in Angolan Kwanza (AOA) to receive funds from the designated accounts. Each Provincial Project Implementation Units (PPIUs) will have sub-accounts in AOA to receive funds from the project operating accounts.

284. Government Contributions: IFAD funds will not be used for payment of taxes and duties. The project will receive exemption on taxes and receive cash contributions from the Government for payment of duties, salaries and operating costs as indicated in the costab. The Government will provide sufficient level of counterpart funds for the implementation as indicated in the costab and the financing agreement. Counterpart funds will be transferred to a government contribution account, which is opened by the project in Angolan Kwanza (AOA).

285. The project will maintain a beneficiary account to receive beneficiary cash contributions.

286. Flow of Funds for Two-Tiers financing schemes (category grants and subsidies - the sub-component 2.1):

287. For effective monitoring of the beneficiary and PRODESA contributions, the PMU will open and maintain four (4) bank accounts in AOU for the Tier 1 & 2 as follows:

288. Tier 1 account A - T1A - beneficiary contribution

289. Tier 1 account B - T1B - PRODESA Tier 1 disbursement account

290. Tier 2 account A - T2A - beneficiary contribution

291. Tier 2 account B - T2B - PRODESA Tier 1 disbursement account

292. IFAD funds will be disbursed based on submission of quarterly Interim Financial Reports (IFRs), which will be submitted to IFAD within 30 days of the end of each quarter. Each financing instrument will be presented separately in the IFRs.

293. Following disbursement procedures will be used for PRODESA: a) reimbursements, if approved by IFAD at design; b) advances; and c) direct payments for payments of more than USD 400 000, which will be allowed only on exceptional cases and subject to prior No Objection from IFAD.

294. **Staffing.** The central PMU will be located in Bie or Luanda Sul and there will be five Project Provincial Implementation Units (PPIUs). The majority of Financial Management (FM) functions will be performed at the PMU, Luanda Sul and they will have the overall oversight responsibility. The Financial Management (FM) staff will be recruited through competitive basis and the extension of their contracts will be subject to satisfactory annual performance evaluations where set KPIs will be included in the PIM. FM functions will be performed in accordance with IFAD's Project Financial Management and Financial Controller Handbook, Project Design Report and Financial Management Manual.

295. **Internal Controls.** The Borrower will ensure that adequate internal controls arrangements put in place as indicated in the PIM and the current internal auditor for the on-going IFAD projects will also perform internal audits for the PRODESA to ensure that project funds are managed in an adequate control environment acceptable to IFAD.

296. **Budgeting.** The project will submit the draft AWPB to IFAD for no objection 60 days before the following fiscal year starts. The AWPB will be prepared with IFAD templates and will be presented by financier, component and category. Once the AWPB is approved, it will be inserted in the accounting software for budget monitoring.

297. **Accounting and Financial Reporting.** The project will use the PHC accounting software, which is already being used by on-going IFAD portfolio to maintain the project accounts and generate financial reports as per IFAD requirements. In addition to quarterly IFRs, the project will also submit unaudited financial statements to IFAD within 4 months after the financial year-end. The accounting and financial reporting framework for the grant activities is detailed in the financial management section of the PIM (Annex 6)

298. **External Audit.** Financial statements will be prepared in accordance with IPSAS cash basis and audited by a private external audit firm acceptable to IFAD in accordance with International Standards on Auditing (ISA) and IFAD requirements. The audit reports will be submitted to IFAD within six (6) months after the end of each financial year. The audit terms of reference will be subject to IFAD's no objection.

299. **Anti-Corruption.** Financial Management operations will be governed under the Revised IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations, as available on IFAD's website.

3.8 Procurement

300. Procurement under PRODASE shall be carried out in accordance with the Procurement Law No. 41/20 of 23 December 2020 and subsequently updated public procurement regulations as long they are consistent with IFAD Project Procurement Guidelines and requirements specified in the Financing Agreement and the Procurement Arrangements. In case there are contradictions between the national procurement regulations and IFAD Procurement Guidelines, the IFAD Procurement Guidelines will take precedence and govern.
301. The procurement risk assessment for PRODASE shows that country procurement risk and project institutional risk are moderate. The assessment of the public procurement legal and regulatory framework showed that the procurement law gives due attention to the principles of economy, efficiency, effectiveness, transparency, and accountability. However, there are no standard bidding documents for both international competitive bidding and consulting services. To mitigate the risk, procurement under international competitive bidding and the procurement of consultancy services will specifically use IFAD procedures and IFAD standard bidding documents.
302. The Ministry of Agriculture and Fisheries (MINAGRIP) will be the lead implementing agency and IDA will have the responsibility of overseeing the implementation of PRODASE. An assessment of IDA as the delegated implementing agency revealed weaknesses in procurement staff capacity as IDA does not have a procurement unit but relies on procurement support by the Ministry of Agriculture and Fisheries (MINAGRIP). However, the resources and capacity of MINAGRIP are not entirely adequate to carry out the procurement activities for the project due to the current workload from other ongoing projects that MINAGRIP is managing. The Ministry procurement staff are composed of only three lawyers not certified procurement practitioners. To mitigate the risk, the Project shall competitively recruit a competent full-time procurement officer and a procurement assistant. The PMU procurement staff in collaboration with assigned technical and financial staff of the Project will be responsible for carrying out procurement planning and implementation, training and supporting project staffs at PMU and implementing agencies undertaking project procurement activities. Procurement for PRODASE will be centralized at the PMU level as IDA's does not have procurement structures at the provincial level.
303. **Procurement Plan.** The PMU shall review and finalize the draft Procurement Plan covering the first 18 months of the project prepared during the project design. It will be followed by successive 12-month plans synchronized with the AWPBs during implementation. The PP and all procurement transactions shall be processed and implemented using the IFAD's Online Procurement End-to-End (OPEN) system. The PP will be regularly updated and upgraded at least annually or as required to reflect the actual project implementation needs. The PP and any subsequent upgrades shall be subject to IFAD's No Objection.
304. **Contract Management:** Contracts will be recorded in the Contract Monitoring Module (CMT) or in OPEN if the CMT has been configured in OPEN by the time the project enters into force. The contracts shall be frequently updated to monitor the implementation progress and to provide reporting data.
305. **Procurement Governance:** In compliance with IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations and with its Policy on Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse, Annexes on Additional Provisions and Self-certification Form shall be included in bidding document and contract documents. The project will be obligated to include SECAP procedures in the specifications, bidder's qualifications, bidding documents and in contract conditions.

3.9 Risks and Risk Management

306. This section provides key risks that may negatively impact the implementation of PRODESA; the associated mitigation measures are also presented.

Risk	Inherent Risk	Residual Risk	Mitigation Measures
Financial management	Substantial	Substantial	(i) FM positions to be filled with sufficient capacity to perform required tasks. The annual performance evaluations are to be based on set KPIs included in the PIM to ensure that staff capacity is maintained at an acceptable level. If any capacity gaps are identified, capacity-building training to be organized. Additionally, FM staff will be trained on IFAD anti-corruption policies; (ii) Upon entry into force of the financing agreement and based on the approved budget, the PMU will request the counterpart funds from the MoF to ensure that sufficient funds are available to pay duties to avoid cross financing; (iii) Internal audits will be carried out semi-annually by the internal auditor who is performing the audits for the ongoing IFAD portfolio. The status of the audit recommendations to be included in the interim financial reports. (iv) Development of a comprehensive FM Manual with internal control arrangements including sections for eligibility of expenditures, segregation of duties, approval lines, required supporting documentation, asset and fuel management, and IFAD's anti-corruption policy; (v) PRODESA will be using the same accounting software that is used by other ongoing IFAD projects, which will improve the start-up duration; (vi) Recruitment of the external audit firm within 6 months after EIF to avoid delays in audit report submissions to IFAD.

Procurement	Moderate	Moderate	Measures for mitigation of project procurement risks will include: (i) Using IFAD template of procurement plan to monitor and update regularly implementation progress of the procurement plan with both "plan" and "actual" data; (ii) Request bidders, contractors/ service providers/ suppliers to sign Self Certification Form on anticorruption, sexual harassment, sexual exploitation and abuse, anti-money laundering and countering the financing of terrorism policy as a part of bids/ proposals and contract documents; (iii) Conduct prior and ex-post reviews, and annual audits (iv) Carry out coaching, on-the-job trainings and refresher trainings for project procurement staff on IFAD project procurement guidelines, procurement planning, contract management, SECAP procedures and on the use of the OPEN system and CMT; (v) Develop a project procurement manual with detailed guidelines on selection of procurement methods in compliance with IFAD project procurement guidelines, the Financing Agreement and the Procurement Arrangements Letter.
Vulnerability to climate change	Substantial	Substantial	To mitigate the risks posed by climate change, the project will promote adoption of climate-smart agriculture practices, such as conservation agriculture, mulching, and the use of drought-resistant crop varieties, which can help farmers to maintain productivity during periods of water scarcity. Installation of rainwater harvesting systems and small-scale irrigation infrastructure will improve water availability for crops and livestock, reducing dependence on unreliable rainfall. To address the risks of extreme weather events, disaster-resilient infrastructure such as storm-resistant storage facilities and reinforced irrigation systems will be developed. Flooding risks can be minimized by building flood-resilient infrastructure for local communities.
Environment and social risks	Moderate	Moderate	Mitigation measures will include community engagement to manage environmental and social risks effectively by protecting ecosystems, the project will adopt sustainable land management practices, such as crop rotation, agroforestry, and conservation agriculture, which help prevent soil erosion and maintain productivity. Efficient water management, through irrigation and watershed management plans, will ensure water resources are conserved and equitably distributed. Pollution risks will be mitigated using organic fertilizers and integrated pest management, reducing the impact of chemicals on soil and water. Social risks will be managed by promoting gender equity, youth inclusion, and respect for marginalized groups, integrating these priorities into all project stages. Guidelines for conflict resolution mechanisms, will be provided ensuring grievances are addressed promptly and fairly.

3.10 Implementation Readiness

307. The implementation readiness of the PRODESA is well-structured and proactive, addressing several key areas to ensure a smooth start and effective execution.
308. **Preparation of key documents is a crucial aspect of the project.** A draft Annual Work Plan and Budget (AWPB) and the associated Procurement Plan have been prepared to guide the initial stages of the project. Additionally, a draft Project Implementation Manual (PIM) has been developed, detailing the procedures and guidelines for project execution. All job descriptions and terms of reference for the Project Management Unit (PMU) positions at different levels have also been prepared.
309. **Start-up activities are another critical component.** To facilitate a prompt start-up, a withdrawal of up to USD 500,000 may be made from the IFAD Loan to cover expenditures related to the project start-up before the fulfilment of the conditions precedent to withdrawal. The start-up advance will be used for; (i) the recruitment of key staff for the PMU to ensure that the project has the necessary human resources from the outset; (ii) finalizing the PIM, including financial procedures, accounting, and procurement manuals, is a priority; (iii) Finalization of the first AWPB and procurement plan to guide the initial implementation phase; (iv) organization of a start-up workshop to align all stakeholders and ensure a common understanding of the project objectives and procedures; (v) the cost relating to installation of the accounting software. The project will use the same accounting software used by ongoing IFAD portfolio (PHC CS advance Africa) and the installation of the same software will ensure prompt start up and efficient financial management. (vi) finalization of investment/grant guidelines to provide clear instructions for the use of funds; and (vii) conducting a baseline survey and mapping of beneficiaries to establish a reference point for monitoring and evaluation are also included.
310. **Capacity building and training are essential for the project's success.** Workshops and training sessions for Monitoring and Evaluation (M&E) will be conducted with implementing partners to validate reporting formats and agree on reporting timelines. Training for field extension officers on data collection of output indicators, facilitated by the PMU and supervised by the M&E Specialist, will involve active participation of beneficiaries at the grassroots level. Provision of IT equipment and development of a Management Information System (MIS) for the Ministry of Agriculture and Forest (MINAGRIF) and eventual training for all users/stakeholders are also planned.
311. **Logistical support is another important aspect.** The project will provide motorcycles for provincial and municipal staff to ensure effective service delivery to target beneficiaries.
312. **Environmental and social management is also addressed.** An Environmental and Social Management Framework (ESMF) has been developed to guide the management of environmental, social, and climate change risks during implementation. Site-specific Environmental and Social Management Plans (ESMPs) will be prepared for infrastructure investments once locations are confirmed during implementation.
313. **Coordination and oversight.** Coordination and oversight are ensured through the establishment of a Project Steering Committee (PSC) at the national level to provide oversight and guidance. Provincial Project Steering Committees (PPSCs) will be established in each participating province to ensure local coordination and oversight.
314. These measures collectively ensure that PRODESA is well-prepared for implementation, with a clear roadmap, necessary resources, and robust management and oversight mechanisms in place.
315. These are further reflected in the IPRM in Annex 10.

Footnotes

[1] <https://www.worldbank.org/en/country/angola/overview>

[2] ibid

[3] [Angola quits Opec after clashes with Saudi Arabia](#)

[4] Economist Intelligence Unit, Angola Report, November 2023.

[5] See World Bank 2018. Gini Index. <https://data.worldbank.org/indicator/SI.POV.GINI>

[6] <https://www.worldbank.org/en/country/angola/overview>

[7] ibid

[8] [Angola quits Opec after clashes with Saudi Arabia](#)

[9] Economist Intelligence Unit, Angola Report, November 2023.

[10] See World Bank 2018. Gini Index. <https://data.worldbank.org/indicator/SI.POV.GINI>

[11] [African Economic Outlook 2023](#), African Development Bank.

[12] Capital Business ([Angolan economy to grow 3 pct in 2024: IMF - Capital Business \(capitalfm.co.ke\)](#))

- [13] [Angola Overview: Development news, research, data | World Bank](#)
- [14] <https://www.worldbank.org/en/country/angola/overview>
- [15] <https://leap.unep.org/en/countries/ao/national-legislation/national-development-plan-2023-2027-sustainable-socioeconomic>
- [16] <https://link.springer.com/article/10.1007/s10551-022-05192-0>
- [17] <https://link.springer.com/article/10.1007/s10784-023-09606-w>
- [18] Namibe or other municipalities in Moxico are considered for additional scalability that will be discussed during the design.
- [19] INE. Luanda, Angola – 2020.
- [20] The average size of an Angolan household is 4.8 members per household.
- [21] includes aggregation, transport, storage, crating/packaging and other activities pertaining to moving product along the supply chain from farmers to markets
- [22] Global Hunger Index-GHI 2023. Available on <https://www.globalhungerindex.org/angola.html>,
- [23] FAOSTAT, 2024, Angola, Hunger and food insecurity, <https://www.fao.org/home/en>, (consulté en septembre 2024)
- [24] INE, Multiple Indicator and Health Survey (HIMS) 2015-2016.
- [25] Global Nutrition Report, 2022
- [26] The « 2022 Global Nutrition Report ». Consultable sur <https://globalnutritionreport.org/reports/2022-global-nutrition-report/>
- [27] <https://www.ine.gov.ao/publicacoes/detalhes/Ng%3D%3D>.
- [28] Women tend to work 1.5 to three times as many hours as men. This translates into less time to manage important economic activities and participate in community events.
- [29] Tradingeconomics.Com | Institut national de la statistique, Angola, 2024, unemployment rate in the first quarter of 2024.
- [30] Women account for 87.9% of informal employment compared to 72.3% of men (National Institute of Statistics INE, 2023)
- [31] Ministry of Education, "Statistical Yearbook of Education 2019", Angola, 2021 (Data source is aligned with the National Development Plan)
- [32] [ND-GAIN Country Index rankings | ND-GAIN Index](#)
- [33] **World Bank** (2020). *Climate Risk Profile: Angola*. Available at: <https://climateknowledgeportal.worldbank.org/>
- [34] **USAID** (2019). *Angola Climate Vulnerability Assessment*. Available at: <https://www.usaid.gov/angola/climate-change>
- [35] [Angola - Mean Projections Expert | Climate Change Knowledge Portal](#)
- [36] **UNDP** (2021). *Climate Change Adaptation Strategy for Angola*. Available at: <https://www.adaptation-undp.org>
- [37] **IPCC** (2018). *Special Report on Global Warming of 1.5°C*. Available at: <https://www.ipcc.ch>

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex 1: Key Files

Mission Dates: 12/08/2024 30/08/2024

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Project No. 2000003951

Report No. 7128-AO

East and Southern Africa Division
Programme Management Department

Annex I. Key Files

Key File 1: Rural Poverty and Agricultural Sector Issues

Priority area	Affected groups	Major Issues	Actions needed
Land degradation	Rural population living in marginal lands	- Soil erosion and land degradation has increased in the southern provinces of Angola including Cuando Cubango - This is due to unsustainable land use practices - Overgrazing - Deforestation for production of charcoal and fuelwood - Siltation of waterways - Decrease in soil fertility levels - Unsustainable land use practices such as slash and burn	- Promote conservation agriculture, contour ridges to reduce soil erosion - Capacity building of farmers and extension on causes, effects and control of land degradation - Promote agroforestry on farmers individual plots, through planting a variety of trees around the fields such as nitrogen fixation, fodder, shade, firewood, fruits, construction and health improvement - Address the main barriers behind land degradation - upscaling of best practices on SLM/SFM for the sustainable intensification of productive land making use of agro-ecological approaches, crop diversification, community bases forestry and sustainable rangeland management and processing and marketing of climate resilient diversified crops to promote integrated livelihood systems based on economic diversification. - Capacity building for PFS/FFS on good land management practices

Climate change: Increase resilience to climate change in areas affected by salinity, floods and droughts	Rural population living in marginal lands and areas vulnerable to floods and droughts	- In areas affected by natural disasters, peasants and smallholder farmers suffer most, from the shortage of food products, leading to famine and malnutrition - Without well conceived and implemented interventions to adapt to and mitigate negative consequences of climate change, affected areas might lose most of their population, particularly youth, whose innovative spirit and workforce are needed to boost and diversify rural based economic and social activities - Frequent droughts and dry spells have led to crop failure - Lack for grazing - Livestock diseases - Lack of knowledge on disaster risk management	- Build climate resilient infrastructure such as permanent roads, dams, irrigation and drainage channels, and systems for household water supply - Promote the following through FFS and crop and livestock; SLM practice, Horticulture, Short season adapted varieties of cereals and legumes, Community seed banks, Short cycle animal production, Fodder production, Production diversification and Community veterinary services - Promote livelihood strategies and technologies adaptable to climate change (crop resistant to saline and diversification of income sources, aquaculture, fruits and livestock) - Facilitate and support trade relations with other regions with production surpluses that are in shortage locally - Facilitate participatory development of a disaster risk plan
Pests and diseases	All rural groups	locust invasions that destroy the harvest, and other pests, plagues and diseases affecting plant health	- Promote compliance with Good Agricultural practices - Promote Integrated pest management (IPM); - Promote use of varieties tolerant to pest infestation; - Promote crop diversification;

			Promote push and pull technologies
Declining soil fertility	All rural groups	- Low soil fertility due to monoculture cereal production systems	- Encourage crop diversification - Promote balanced fertilizer application; - Promote use of bio-fertilizer or organic fertilizers; - Promote conservation agriculture, mulching. - Encourage plantation of leguminous varieties for nitrogen fixation;
Environmental pollution	All rural groups	- Fertilizers and pesticides used in agriculture are key causes of environmental pollution. - Poor waste disposal - Insecticides, pesticides which are sprayed on the plants, pollutes the ground water system	- Minimal application of chemicals and other hazardous materials - Promote water management systems with capturing of wastewater and disposal to designated collection points - Segregation of solid waste, avoidance and monitoring of banned/hazardous substances, - Promote renewable energy technologies
Water access	All rural groups	- Due to droughts, there is scarcity of water for both production and domestic use - Waterborne disease due to contamination - Reliance on seasonal rivers and unprotected water sources - Limited irrigation water	- Promote participatory identification of water source and location - Use solar pumping for those close to the river - Consider boreholes and deep wells - Promote rain water harvesting - Use community labour for water supply construction and maintenance - Reforestation

Gender equality	All rural groups	• Lack of sufficient fertile lands and other productive resources. Women land rights are not recognised at customary level • Low level of literacy • Limited or no access to means of production: equipment for land clearing and preparation (animal traction and mechanisation) • Improved seeds or fertiliser, finance • Improved crop management practices • Poor land management practices (slash and burning, lack of crop rotation, soil erosion) • Limited decision making at household and community level • Limited access extension services , skills, training, etc.) • Heavy workload and time burden • Vulnerable to nutrition and climate change impact • Women earn less than men • Due to the dependence on natural resources, land degradation affects women disproportionately • Poor road network hindering market access • Rainfed subsistence farming • Women walk long distances to fetch water and firewood • Food insecure and low-income	• Promote 50 per cent representation of women across all project activities • Promote equitable work balance through GALS social mentoring • Monitoring of changes in social norms and values around gender equality • Support to focus on female headed households who are the most vulnerable in society • Conduct WEAI to inform strategies in women's empowerment • Promote women's economic empowerment through MSMEs • Mainstream gender equality in CDRPs • Promote pro-women, drought resilient and nutrition sensitive crops • Work with interested women to identify drought resilient nutrition dense crop varieties • Involve women in seed storage infrastructure, participation in community seed banks and capacity building in seed technologies • Training in climate resilient, sustainable agriculture and GAP practices, Leadership, nutrition education and literacy training • Representation of women in committees of pastoral and crop FS • Promote enabling measures: timing of workshops, child

			care facilities, literacy training • Promote labor saving technologies: solar powered boreholes, energy saving stoves • Appoint dedicated staff in PMU responsible for gender and Social Inclusion, development of strategy and monitoring implementation
Nutrition and rural poverty	• Rural households with particular focus on women and children, principally those affected by natural disasters droughts and floods	• Despite reduction in poverty in Angola from 2002 to 2017 (58% to 30%) the multidimensional poverty (2021) indicates that rural poverty is double (88%) compared to 35% in urban areas. In Cuando Cubango rural poverty is 74.8% aggravated by recurrence of droughts in Southern Provinces of Angola. • Significant food production losses affecting over 1,58 million people (UNICEF, 2022). The hardest affected provinces experience increased migration to cities and cross border movements • Prices of staple food have increased as a result of shortage of local products and limited importation due to scarcity in foreign currency due to drop of crude oil prices	• Promote local production through diversification of food while addressing target group's vulnerability to drought and climate change risks and degraded ecosystems • Partner with relevant government sectors and partner FAO, UNICEF and local NGOs • Work with partners that can provide temporary free and /or subsidised food products to help, temporarily disadvantaged groups in their recovery efforts • Implement school feeding gardens through UNICEF and other partners • Facilitate irrigation, school gardens to produce nutritional high value produce to supplement diets • Promote horticulture for diversification of production and nutrition • conduct Nutrition education promote drought resistant, nutrient

			dense varieties through FFS develop market infrastructure and capacity building in negotiations, value addition etc.
Market linkages	All rural farming groups including the women, crop and livestock farmers - FFS/PFS	• Families sell surplus products on the markets • Access to markets is difficult due to inexistence of roads and limited means of transportation and families walk to the market • Smallholder farmers are producing food sufficient for half the year and rely on the market purchases for the other half of the year and are subjected to price volatility • The markets are underdeveloped • Market information is accessed by word of mouth • Farmers not organised and lack negotiation skills • Post harvest losses are high • Traditionally markets are for women in Angola	• Develop market infrastructure eg market stalls, warehouses • Rehabilitate secondary and tertiary road networks • Provision of market information • Link organised Smallholder producers (FFS groups) to private buyers for aggregation and economies of scale • Facilitate the provision of three wheelers for youth to engage in transporting goods to the market • Promote local value addition to prolong the shelf life • Encourage farmer organisation for improved collection for market • Training in business development including marketing for FOs and linkage as out growers • Establish low cost storage and processing facilities • Conduct market analysis to inform choice of value chains • Develop PPPs to improve links to markets • Encourage women and youth microbusinesses in transport, aggregation, packaging value addition • Support micro and small business through the

			provision of relevant training for organising supplies, formalisation of cooperatives, accounting and business management, price and contract negotiation skills. Provision of internet services • Development of market strategies, investment storage, packaging, value addition and transport and renewable energy. • Collective organised transport, collective price negotiations for to achieve higher process • explore public procurement for school feeding programme and hospitals • investment in public market infrastructure such as the links to aggregation centres, storage facilities, internet access and rehabilitation of existing roads.
Increasing smallholder productivity and volumes to substitute importation of food products	• Smallholders with limited production assets and adopting poor farming techniques	• Farming families in rural Angola rely, mainly, on labour supplied by women and old men, and have limited access to improved production, technologies, seeds and fertilisers • Lack of proper crop rotation and diversification, combining with traditional slash and burning methods of	• Reinforce the provision of technical assistance and training through FFSs • Promote animal traction whenever possible • Increase access to better quality lands in rainfed and humid areas • Support the rehabilitation and construction of productive infrastructure

		cultivating lands, which has contributed to the degradation of soils • Furthermore, occasional droughts and floods and outbreak of plant pests and diseases increased the vulnerability of disadvantaged farming groups with negative consequences on nutrition and household incomes	including small scale irrigation schemes, tertiary roads and storage facilities • Ensure timely distribution of improved drought resilient seeds and fertilisers
Ensuring smallholder access to basic rural infrastructure and services	• Rural farming families and other agricultural stakeholders (transporters and buyers of agricultural products)	• After the peace agreement a=in 2002, the Angolan Government invested heavily in construction and reconstruction of productive infrastructure with emphasis on primary and secondary roads, dams and irrigation channels. However, the country has a vast territory and, under the current financial crisis, it lacks financial resources to expand and maintain, at municipal and communal levels, permanent road network to communes and villages to facilitate circulation of people and goods • With the recurrent droughts or irregular rainfall, there has been an increasingly felt needed for the rehabilitation and construction of village-based irrigation schemes to diversify and increase food production and to improve commercialisation	• Support the construction, rehabilitation and regular maintenance, at municipal and communal levels, of secondary and tertiary roads, bridges and irrigation infrastructure • Assist the GOA to develop fiscal policies that would allow municipal administrations to collect revenues for the maintenance of communal infrastructure • Promote community participation in the maintenance of village-based roads, bridges, drainage and irrigation systems, water supply, education, and health facilities • Promote water harvesting, construction of new boreholes and rehabilitation of existing boreholes

		of both inputs and outputs Water is scarce in the dry areas as rivers are seasonal and boreholes are not functional	
Promoting improved commercialisation of agricultural surplus	Marketed-oriented smallholders with access to both rainfed and irrigation schemes	- More than 80 per cent of produce are marketed through the informal traders with unpredictable processes of product pricing and movement - Production of fresh produce is not planned by smallholders, causing excess of surplus and scarcity of perishables in different periods	- Disseminate market information and encourage relations between farmer organisations and agribusiness through written trade contracts - Promote post harvest handling and conservation to reduce product spoilage/merchandise losses through training, technical assistance and private investments in post harvest handling.

Key File 2: Organisational Capabilities Matrix

Organisation	Strengths	Weaknesses	Opportunities	Threats
The Agrarian Development Institute (IDA) and its municipal Agrarian Development Stations (EDA)	Key government institution with the mandate to promote and coordinate the support to smallholder farmers, nationwide IDA has a network of experienced agricultural technicians providing rural extension services to family farmers	Limited budget to recruit and retain qualified agricultural and rural specialist Limited capacity to coordinate with other players (ministries, NGOs, private agribusiness, banks, etc.) intervening in rural areas	More public awareness about the importance of agriculture within the economic diversification framework Donor agencies willing to increase contributions to reinforce the institutional capacity of IDA and to invest in the modernization of farming families	Other development sectors (trading services, industries, construction, oil and gas) may compete with agriculture for trained specialists and public funding Recurring natural disasters (prolonged droughts and floods) as result of climate change
The National research system	Separate institutes for different rural subsectors (IIA for agriculture; IIV for livestock; IPA for fisheries) each	Insufficient public funding for research	New technologies for agriculture, livestock, fisheries and	Lack of adequate public funding for research activities may compromise

	with specialized research area Linkages with regional and international scientific institutions providing training, publications and technical assistance	institutions Weak links with rural extension services and producer organizations and limited impacts on increasing productivity and production volumes	aquaculture are available and can be accessible to national research institutions GoA and its development partners are willing to invest more to strengthen research institutions to make them more practically-oriented and sensitive to needs of farming families	long term sustainability of agriculture development New technologies dominated by the private sector may not reach to small-scale producers
Provincial and municipal administrative authorities	Proximity to rural communities and familiarity with smallholder needs and concerns Able to coordinate public and private interventions locally	Lack of adequate funding and staffing Local officers may engage in private business activities to complement their low salaries	Decentralization of government functions, including municipalisation, will empower local institutions and increase funding level Donor-supported programs help strengthen the institutional capacity and the empowerment of local government	The country's emerging opportunities in agroindustry and trading services may divert qualified cadres from the local administration
Private input Suppliers	Bring own resources (physical assets, management experience and linkages) to rural areas Some have developed strong ties with MINAGRIP/IDA and with FOs to set up supply chain	Limited access to foreign currency to import large quantity of agricultural inputs and benefit from the economy of scale	The rising of oil prices would increase the availability of foreign currency for the importation of productive means of production	Free and/or subsidized distribution of inputs by government and donor-funded programs are likely to distort the input market
Large formal buyers and distributors of agricultural	Knowledgeable of risks of commercializing of locally-produced goods that seldom	Limited capacity to store and sell fresh agricultural	Emerging supermarket chains may increase storage capacity for	Increase competition from

products	meet the requirements of quality and regularity	products and their inability to compete with informal traders Traditional ties with foreign exporters of agricultural products competing with locally-produced goods	fresh products and establish links with FOs The road improvement will facilitate links with producer organizations	informal traders Subsidized imported agricultural products may discourage large distributors from selling local products
Informal traders (sellers of agricultural inputs and buyers of agricultural products)	Close links with local communities, sensitive to gender and environmental issues Open to technical innovation and participatory approaches to change attitudes and adopt best practices	Lack formal business structure and has limited access to bank loans, training and technical assistance Harassed by road police	New conducive policies for rural development open better opportunities for organised small traders to operate and establish formal linkages between producers and large private agribusiness firms	Government rural commercialization programs, associated with large-sized traders may not include small-sized informal traders
Local NGOs with experience in agriculture and rural development (Ex: ADRA) International NGOs intervening in agriculture and rural development	Able to raise funds internationally Have management structure for internal control and capacity to manage programs	Lack, sometimes, constructive relationship with public institutions Paternalistic view of local self-help initiatives replaced, in the past, with handouts May compete instead of cooperating with local NGOs	May be considered key government partners for the provision of community-based services such as literacy, producer organization, land registration, environmental education, and gender and youth empowerment. New funding opportunities favor alliance with local NGOs and/or private consulting firms	Poor management structures and lack of accountability may lead to less funding from government and donors. Lack of matching funds to form alliance with other implementing agencies
Local banks with past experience in providing loans to smallholder	They are capable of providing specialized banking services and have branches countrywide, up to municipal level	Not willing to lend to smallholders and informal traders without guarantee funds	Land titling may increase the capacity of smallholders to access bank loans	Natural disasters and outbreak of plant and animal pests and diseases will

		provided by government and sponsor agencies		increase the chance of delinquency
Farmer organisations	Capacity to represent and serve individual members at village level Direct links with extension services and other rural development players	Not well structured and lack system for internal control and accountability Dependency attitudes regarding free handouts from the government and donors	New government and donor-funded programs willing to reinforce the institutional capacity of farmer organizations and support self-reliance initiatives	May disappear or become irrelevant if not properly reorganized and taken care of by their members (membership fees, regular meetings democratic elections and accountability)

Key File 3: Complementary Donor Initiatives/Partnership Potential

Agency	Priority sectors and areas of focus	Period of current country strategy	Complementarity/Synergy Potential
United Nations System	- Economic and social transformation; - Adolescents, youth and women empowerment; - Environment and resilience of the vulnerable population; - Democracy and stability.	2020 – 2022 (extended to 2023)	The UNSDCF represents the guiding framework for interventions of the UN Agencies in Angola, both resident and non-resident. It reflects a new partnership philosophy for development in harmony with the national and international contexts. IFAD should seek collaboration and coordination with specialised UN Agencies, including the RBAs operating in Angola, for many cross-cutting issues such as gender, youth, nutrition, health and sanitation in rural areas.
Food and Agricultural Development (FAO)	- Improve the food and nutritional security with significant support to family farming - Improve the sustainable management of natural resources - Increase the resilience of rural livelihoods to climatic shock and climate change	2018 - 2022	FAO is the GoA key partner for designing policies for the agriculture sector, strengthening the institutional capacity of national rural institutions and developing appropriate approaches to agricultural research and extension services, including the Farming Field School's methodology. FAO can partner with IFAD-funded projects in areas of its expertise, which include agriculture extension, producer organisations and rural commercialisation

The African Development Bank (AfDB)	• Support inclusive growth through an agricultural transformation as alternative means of promoting economic diversification, job creation and poverty reduction • Sustainable infrastructure development (e.g. energy, transport, and water and sanitation)	2017 to 2021 (extended to 2023)	ADB-funded rural Infrastructure is the key complementary component for creating a better and enabling environment to increase the production and commercialisation of agricultural products. To avoid overlapping interventions, agricultural projects funded by IFAD can be more successful if implemented in rural communities with improved roads, water supply, schools, health and sanitation.
The World Bank (WB) – Country Partnership Strategy CPS)	• Supporting integrated national economy and the revitalisation of rural economies; • Enhancing the quality of service delivery to improve the quality of life of the population • Building human and institutional capacity to approach the level of middle-income countries	2014 -2016 (extended to 2019)	IFAD has participated in the WB Market-Oriented Smallholder Agriculture Development Project (MOSAP), implemented since 2010/11 in Biè, Huambo and Malanje provinces, based on a recognition that improving agricultural productivity and competitiveness would help to reduce rural poverty and promote economic growth. Encouraged by MOSAP results, IFAD designed its own “Smallholder Agriculture Development and Commercialization Project for Cuanza Sul and Huila Provinces” (SADCP-C&H-SAMAP), started in 2017 The WB has designed MOSAP-3 to be implemented in all 18 provinces of Angola. Component 2, Agricultural Resilience, Intensification and Market Linkages, will be focused on 9 Provinces, which include Cuando Cubango. The project is sensitive to its direct and indirect impacts on the indigenous people. Another project, the RECLIMA 2022 – 2028 by the WB, targets beneficiaries from Benguela, Kwanza Sul, Zaire and Cuando Cubango provinces focusing on strengthening Water services for Water Security in Urban and Rural Areas and strengthening Water Resources Management for Climate Resilience.

			By pursuing common goals and following similar approaches, IFAD and World Bank are, with FAO, among key MINAGRIP/IDA partners in implementing agricultural development projects in Angola. In addition, IFAD and the World Bank share a common geographic focus, which may increase complementarity in interventions.
The French Agency for Development (AFD)	- Promote the added value and balanced value sharing among agro value-chains stakeholders; - Support family farmers to increase productivity and landscape sustainable management; - Build capacities of rural local authorities to facilitate access to and deliver essential services; - Work with the GoA to shape conducive public policies for a higher contribution of agriculture to sustainable and inclusive growth.	2018-2022	AFD is co-financing (with \$ 42 million of the project's total cost of \$ 150 million) the ongoing IFAD-funded project "Smallholder Resilience Enhancement Programme" (SREP). In addition, the Agency has been supporting the operationalisation of the four agro-ecological centres in the project area since 2019. AFD is funding activities in water, electricity and agriculture in nine provinces, including Huíla and Namibe. Synergies, articulation and coordination between IFAD and AFD will continue in order to expand benefits for smallholder farmers, particularly in common geographical intervention areas.
The European Union Multiannual Indicative Programme	The EU has committed €275 million to support Angola in three priorities areas under its Multiannual Indicative Programme for Angola 2021-2027 <i>Sustainable economic diversification</i> - accelerating growth and attracting foreign direct investment; engaging the private sector to promote resilient business opportunities and access to new markets; promoting climate-smart agriculture for increased productivity, food security and nutritional outcomes; and investment in clean energy.	2021 to 2027	IFAD and EU have various areas of complementarity to explore, from policy support to designing and implementing projects such as those aimed at increased productivity, food and nutrition security and access to markets.

	2. Transparent, accountable and effective governance – policy support to achieve greater transparency, accountability and efficiency of governance at the central and local level, including support in public finance management and social protection 3. Human development and Research- focused on women, the youth and vulnerable groups. Vocational training and linkage to the labour market; and investment in Higher Education.		
The United States Agency for International Development (USAID)	Technical assistance to government ministries involved in public administration, financial management, and other pillars of health system strengthening; Expanded effort to engage the private sector and civil society in reaching the country's development objectives	2014 - 2019	Future IFAD-funded projects would benefit from better enabling political and economic environment as a result of USAID cooperation with the GoA in building and managing local talents "to analyse, stimulate and facilitate the development of local solutions with public and private stakeholders that lead to real sustainability and progress."
The Arab Bank for Economic Development in Africa (BADEA)	The Eighth Five-year Plan specified the funding ratios for its strategic pillars • Investment in Infrastructure (31%) • Agriculture Value-Chains Development (32%) • Trade and Private Sector Development (27%) • Entrepreneurship and Small and Medium-sized Enterprises Development (10%)	2020 - 2024	IFAD and BADEA have common areas of interest, particularly in agricultural Infrastructure and value chain development. For example, under the BADEA Eighth Five-year Plan 2020-2024, synergies could focus on rural Infrastructures such as water, roads and electrification. These are essential for developing agricultural value chains for rural development, ensuring the inclusion of rural women and the youth in economic activities for poverty alleviation and ensuring food security.
Green Climate Fund (GCF)	Climate Change Adaptation and Mitigation	Undefined	The climate and environmental funds accessible through the GCF, GEF and AF provide opportunities to complement IFAD investments to build the climate resilience of target beneficiaries further and improve environmental
Global Environment Facility (GEF)	Biodiversity, Land degradation, climate change adaptation and mitigation	2018-2022 (GEF 7) 2018-2022 (Medium	

Adaptation Fund (AF)	Climate change adaptation	Term Strategy)	management. In addition, the resources would contribute to the well-being of the rural communities and maintain the ecosystem services and productive agricultural landscape.
Sahara and Sahel Observatory (OSS) is the lead implementer with ADPP Angola and DAPP Namibia as local partners. Funded by Adaptation Fund	Adaptation in Drought-Struck South-Western African Communities (ADSWAC) project	Transboundary/cross border region between Angola (Cuando Cubango province) and Namibia	The ADSWAC project aims to enhance the adaptive capacity and resilience of communities to climate change impact, especially drought. The project will work with 160 local Producer Organizations and 160 Water User Associations in Angolan-Namibian border communities. The project will implement Community Adaptation Action Plans. \$11.9M 5-year. Target: 140,000 people.
Implementing Agency Ministry of Energy and Water of Angola World Bank Group Financing (300M) French Agency for Development (150 M)	Climate Resilience and Water Security in Angola-RECLIMA	Namibe, Cunene, Huila, Cuando Cubango, Huambo, Benguela, Cuanza Sul, Zaire and Luanda	The Project Development Objective is to improve water supply services and strengthen water resources management for climate resilience in select area. Investments will go mainly to water infrastructure construction/rehabilitation, including strengthening of rural water services to build drought resilience in the South of Angola. \$300M

Key File 4: Target Group Typology, Priority Needs and Potential Response

Typology	Poverty level and causes	Coping strategies	Priority needs	Support from other programs	Potential response
Women including women headed households	- Female headed households are the poorest - Lack of sufficient fertile lands and other productive resources. Women land rights	- Looking for seasonal low paying jobs offered by well off farmers and agribusinesses - Younger family members migrate to	- Enhanced economic empowerment, participation in decision making and equitable workload balance - Improved quality of	- National and provincial authorities' contributions - Redistribute fertile land to women and poor farmers. Simplify the	- IFAD contributions: sharing experiences, lessons in targeting women and poor farmers. - Provision of technical and non technical

	are not recognised at customary level • Low level of literacy • Limited or no access to means of production: equipment for land clearing and preparation (animal traction and mechanisation) seeds or fertiliser, finance and crop management practices • Poor land management practices (slash and burning, lack of crop rotation, soil erosion) • Limited decision making at household and community level • Limited access extension services, skills, training, etc.) • Heavy workload and time burden • Vulnerable to nutrition and climate change impact • Women earn less than men • Due to the dependenc	cities taking housekeeping jobs (female), street vendors (youth) and night security guards (men) • Child labour to compensate for lack of adult labour • Cutting trees for firewood and charcoal • Cross border training • Eating less meals • Borrowing loans from money lenders and family • Craft work • Increased collection of wild foods • Migration in search of water and pasture • Long distance movement in search of food	existing lands • Increased access to water resources both for domestic use and irrigation • Simplified process for land demarcation and registration • Water harvesting equipment • Improved drought resistant varieties of crop and livestock species • Assistance in plant and animal protection • Labour saving technologies • Literacy training • sharing of workload	process registering land at community and household level • MINAGRIP and NGO's and other donors to help land quality and increase access by women farmers and poor farmers with small irrigation schemes and animal traction	training in CSA, GAPs nutrition education, GALS, literacy, PFS and FFS • Support economic empowerment through income generation activities, targeting particularly women (gardening and MSMEs) non-farming activities, training in literacy and nutrition • Provision labour saving technologies egg riding mills, energy efficient stoves, drip irrigation and solar pumps • Training on leadership • Representation on management committees of P/FFS • Policy dialogue on ownership and inheritance rights in deciding land rights in consultation with local and traditional leaders. • Roll out community

	e on natural resources, land degradation affects women disproportionately • Poor road network hindering market access • Rainfed subsistence farming • Women walk long distances to fetch water and firewood • Food insecure and low-income levels				GALS training to tackle the root causes of gender inequality and monitor the changes in norms and values for gender equality and women's empowerment.
Youth	• Lack of attractive decent job opportunities in farming and rural non-farming activities • Limited access to modern services that include electricity, potable water, health and education facilities in rural areas; • Limited quantity and quality of access to lands for high value crops, both rainfed and irrigated to smallholders Lack of access to ICTs	• Migration to city centres looking for jobs and better education and health opportunities • Some take available jobs as drivers; informal traders and public servants, including teaching for those with higher level of education • Not to mention certain dangerous and hazardous jobs in urban cities and foreign countries (mining and others)	• Improved rural infrastructure and services (access road, water, electricity, housing health and education) • More opportunities for technological professional training enabling youth to take decent jobs in rural construction, agroindustry, agro-tourism and marketing activities • Access to fertile lands with access roads, and irrigation scheme for food production,	• Concerned ministries, (agriculture, industry and youth) working together to develop rural economic activities for youth (male and female), particularly those trained on agriculturally related technical schools. • Universities and research activities realigning their programmes of technical and professional training courses for new	• Support to vocational skills training • Support micro and small business through the provision of relevant training for organising supplies, formalisation of cooperatives, accounting and business management, price and contract negotiation skills. Provision of internet services • Development of market strategies,

			marketing and high value crops for local agroindustry and import substitution	emerging rural economic activities (agro industry and agro-tourism) towards	investment storage, packaging, value addition and transport and renew youth-led able energy. Provision of booths for charging cell phones and enhance market access
crop and agro pastoral farmers	• They generally own less than 2ha of land and only less than half being put to production; • Poor production and productivity to climate changes • Lack or low access to production factors (land, imported inputs, water and capital) • Lack of mechanisation, weak organisation capacity and low-income levels • Affected by drought and other climatic shocks • High poverty levels • Insufficient access to inputs and tools	• Looking for seasonal low paying jobs offered by well off farmers and agribusinesses • Younger family members migrate to cities taking housekeeping jobs (female), street vendors (youth) and night security guards (men) • Child labour to compensate for lack of adult labour • Cutting trees for firewood and charcoal • Cross border training • Eating less meals • Borrowing loans from money lenders and family	• Improved quality of existing lands (soil correction and fertilisation) • Increased access to fertile lands with water for high or/humid areas • Simplified process for land demarcation and registration • Water harvesting equipment • Improved varieties of crop and livestock species • Assistance in plant and animal protection • Labour saving technologies • Literacy training	• Support from WFP to meet immediate food requirements	• Support to increase production for home consumption through adapted and good production technologies and practices (conservation and climate smart farming, GAP) • Support income generation activities, targeting particularly women (gardening small animals, non-farming activities, literacy and nutrition) • Nutrition sensitive interventions e.g. nutrition dense and climate resilient varieties

	• High malnutrition • Post harvest losses • Traditional agricultural practices such as slash and burn leading to deforestation and soil degradation • Food and nutrition insecurity • Loss of livelihood when livestock succumb to drought • Few hectares under cultivation • Lack of water and sanitation - unsafe water sources • Have fewer livestock • Vulnerable to high food prices • Lack of farming skills	• Craft work • Increased collection of wild foods • Migration in search of water and pasture • Long distance movement in search of food			
Pastoralists	• Move longer distances in search of grazing and are vulnerable to shocks. • Women remain at home looking after sick animal and the family • Suffer from degraded rangelands and water	• Increased livestock sales • Movement to higher ground in the case of floods • move in search of grazing and water	• Provision of drinking water for domestic use and animal • Rangeland management for adequate grazing • Control of pests and diseases • Diversified		• GALS Nutrition-sensitive Interventions • Capacity building on disaster risk management • Development of pastoral farmer field school (PFS)

	scarcity due to drought and increased livestock pests and diseases • Lack of diversification • Suffer the risk of floods, livestock diseases, drought and dry spells, degraded rangelands • Income is from the sale of milk and milk products • Depend on market purchases of food from December to May • Poor and food insecure		production • Diet diversity and healthy diets		• Capacity development pastoral resource plan • Rangeland management (rotational grazing\) • Building fodder buffers (hay bailing, • Diversification, agro-forestry • Community based veterinary services • Community based natural management group to support forest management and protect water resources • Reducing women's workload through labour saving technologies such as energy efficient stoves • Reduction in the pressure on management of forest resources • Planting trees for multiple uses
Ethnic Minority Communities /indigenous People	• Extreme poverty • They are hunters - gatherers	• Collection of wild fruits • Work in people's fields in	• Knowledge of climate variability and	RECLIMA supported by the World Bank	Engage IPs in Free, prior and informed consent (FPIC), an

	staying in rudimentary shelters • Encroachment into ancestral land and use of state land without title, displacements from ancestral lands • Low employment • Subsistence crop and livestock production • Limited alternative livelihood • Unreliable water sources • Food insecurity, limited nutrition and lack of access to service • Affected by climate change • Face economic, social, political and cultural marginalisation in societies relegating them to poverty	exchange for food	adaptation • Provision of drinking water for domestic use and animal • Rangeland management for adequate grazing • Control of pests and diseases • Diversified production • Diet diversity and healthy diets		operational principle empowering local communities to give or withhold their consent to proposed investment and development programmes that may affect their rights, access to lands, territories and resources, and livelihoods (IFAD, 2015)

People With Disabilities (PWD)	• High poverty prevalence – food insecure • Poor production and productivity of crop • Vulnerability to climate change • Lack of access to production inputs (land, improved inputs, water and capital) • Lack of mechanisation • Weak organisation capacity • Low income levels • Limited knowledge of climate resilient productivity system and adaptation • Vulnerable to nutrition and climate change impact • Poor health, education, access to information, drinking water, decent housing, family, economic and social conditions. • A number of PWDs were affected during the war and continue to	Eating less dependent on family	improvement of food and nutrition security access to water access to markets		• Increased production • Diversity of food • Capacity building in inclusive disaster management and drought preparedness • Sustainable forest management for landscape drought resilience • Livelihood diversification strategies • Building buffers for water, food, fodder to face drought • Development of FFS • Support forest management and protection of water resources • Agro-forestry, pastoral production systems, beekeeping, community tree nurseries and planting of multiple use trees • Measures to reduce women's workload and pressure on forest resources e.g.

	be victims of the landmines in the area				through energy efficient stoves

Key File 5: Project Actors and Roles

Outcome / Component	Activity	Principal institution(s) involved	Supporting institution(s)	Other Possible Partners in Execution
Component 1: Drought Resilient Crop-Livestock Farming and Pastoral Systems	- Overall coordination of Component activities; - Implementation at municipality and community level of the national frameworks for drought resilience management ; - Subcomponent 1.1: Community drought preparedness and resilience - Subcomponent 1.2: Pastoral/Farmer fields schools for increased production, resilience and nutrition. - Subcomponent 1.3: Investment in small-scale water infrastructures.	- IDA; - National Civil Protection Commission; - Institute of Veterinary Services - Ministry of Energy and Water.	- Provincial and municipal Administrative Authorities; - MASFAMU; - UNDP	- FAO; - UNICEF; - World Bank; - AFD
Component 2: Improved Connectivity and Access to Markets	- Overall coordination of Component activities; - Subcomponent 2.1: Organisation of supply and linkage to markets.	- IDA; - Ministry of Economy and Planning; - Ministry of Public Works and Spatial Planning (MINOPOT)	- Provincial and municipal Administrative Authorities; - Ministry of Culture, Tourism and Environment	- AfDB; - EU

	• Subcomponent 2.2: Investments in public market access infrastructure.			

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex 2: Logframe

Mission Dates: 12/08/2024 30/08/2024

Document Date: 16/04/2025

Project No. 2000003951

Report No. 7128-AO

East and Southern Africa Division
Programme Management Department

Sustainable Development for Subsistence Family Farmers Program

Logical Framework

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Outreach	1 Persons receiving services promoted or supported by the project				Project M&E System	Semi-annual	Project M&E Unit	Governmental implementation capacities are strengthened throughout the project. Governmental rural development policies are oriented towards poverty reduction and support the regional agricultural development.
	Males (number)	0	24088	48175				
	Females (number)	0	24088	48175				
	Young (number)	0	14453	28905				
	Not Young (number)							
	Non-Indigenous people (number)							
	Total number of persons receiving services (number)	0	48176	96350				
	Persons with disabilities (number)		2409	4818				
	1.a Corresponding number of households reached				Project M&E System	Semi-annual	Project M&E Unit	
	Households (number)	0	48175	96350				
	1.b Estimated corresponding total number of households members				Project M&E System	Semi-annual	Project M&E Unit	
	Household members (number)	0	231240	462480				
Project Goal Contribute to reducing multi-dimensional poverty among rural population in the South-East of Angola	Multidimensional Poverty Index (MPI) reduced				Impact Survey - Alkire-Foster Method	Baseline, Mid-Term, and End of Project	Project M&E Unit / Independent consultancy firm	Continuity of public policies and programs that support rural poverty reduction. Absence of major economic disruptions.
	MPI - Percentage of multi-dimentional poor people among targeted households (% of total regional population) (%)	76	70	65				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Development Objective Improve food and nutritional security and income of small-scale farmers and ethnic minority groups in the South and East of Angola while enhancing their resilience capacities to climate change and other shocks and stressors	Households reporting an increase of at least 20% in their resilience index				Resilience Design and Monitoring Tool (as a part of the COI survey)	Baseline, Mid-Term, and End of Project	Project M&E Unit / Independent consultancy firm	Policies and incentives favour resilient agricultural practices. The economic crisis shows improvement.
	Households (number)	0	28905	48175				
	Households reporting an increase in incomes				Project M&E System / Survey reports	Baseline, Mid-Term, and End of Project	Project M&E Unit / Independent consultancy firm	
	Households (number)	0	38540	77080				
	Households (%)	0	0.4	80				
	Males (number)	0	19270	38540				
	Females (number)	0	19270	38540				
	Young (number)	0	11562	23124				
Outcome Outcome 1: Resilient Agricultural Farming and Livelihood Systems	3.2.2 Households reporting adoption of environmentally sustainable and climate-resilient technologies and practices				Outcome (COI) / Impact Survey	Baseline, Mid-Term, and End of Project	Project M&E Unit / Independent consultancy firm	Policies and incentives favour resilient agricultural practices. Dry spells and precipitations remain in the current variability range. Target population willingness to own and adopt supported production and nutrition interventions.
	Total number of household members (number)	0	138744	231240				
	Households (%)		30	50				
	Households (number)	0	28905	48175				
	1.2.2 Households reporting adoption of new/improved inputs, technologies or practices				Outcome (COI) / Impact Survey	Baseline, Mid-Term, and End of Project	Project M&E Unit / Independent consultancy firm	
	Total number of household members (number)		51516	206064				
	Households (%)	0	45	90				
	Households (number)	0	10733	42930				
	1.2.3 Households reporting reduced water shortage vis-à-vis production needs				Outcome (COI) / Impact Survey	Baseline, Mid-Term, and End of Project	Project M&E Unit / Independent consultancy firm	
	Households (%)	0	0	78				
	Households (number)	0	0	37206				
	Total number of household members (number)	0	0	178589				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	1.2.4 Households reporting an increase in production				Outcome (COI) / Impact Survey	Baseline, Mid-Term, and End of Project	Project M&E Unit / Independent consultancy firm	
	Total number of household members (number)	0	80136	160272				
	Households (%)	0	35	70				
	Households (number)	0	16695	33390				
	1.2.8 Women reporting minimum dietary diversity (MDDW)				Outcome (COI) / Impact Survey	Baseline, Mid-Term, and End of Project	Project M&E Unit / Independent consultancy firm	
	Women (%) (%)	0	40	50				
	Women (number) (number)	0	19270	24088				
	Households (%) (%)	0	40	50				
	Households (number) (number)	0	38540	48175				
	Household members (number)	0	184992	231240				
	Women-headed households (number)	0	19270	24088				
	Non-women-headed households (number)							
	1.2.9 Households with improved nutrition Knowledge Attitudes and Practices (KAP)							
	Indigenous households (number)	0	323	646				
	Non-indigenous households (number)							
	Women-headed households (number)	0	16139	32277				
	Non-women-headed households (number)							
	Households (number) (number)	0	32277	64555				
	Households (%) (%)	0	33.5	67				
	Household members (number)	0	154931	309862				
Output Output 1.1: Community resilience plans developed	Number of Communities with resilience project action plans (CRPAP) developed				Project M&E system	Annual	Project M&E Unit	Active community participation and ownership
	Communities (number)	0	310	310				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	Households (number)	0	93000	93000				
	3.1.1 Groups supported to sustainably manage natural resources and climate-related risks				Project M&E system	Annual	PMU	
	Total size of groups (number)	0	358	714				
	Groups supported (number)	0	6	12				
	Males (number)	0	179	357				
	Females (number)	0	179	357				
	Young (number)	0	107	214				
	Indigenous people (number)	0	357	715				
Output Output 1.2: Technical training using Agropastoral/Farmer fields schools for increased production, resilience and nutrition	Government employed staff trained in project related fields				Project M&E system	Annual	Project M&E Unit	Good synergies are established between State level rural advisory services and FFS/PFS
	Staff trained in FFS methology - Number (number)	0	98	98				
	Staff trained in Nutrition - Number (number)	0	98	98				
	Staff trained in GALS - Number (number)	0	31	31				
	Total staff trained - Number (number)	0	65	129				
	Farmer Field Schols and Agro-pastoral Field Schools (FFS/APFS) Established				Project M&E system	Annual	Project M&E Unit	
	FFS (number)	0	775	1550				
	Total (number)	0	795	1590				
	APFS (number)	0	20	40				
	FFS graduated into cooperatives ready for commercial farming - Number				Project M&E System	Annual	Project M&E Unit	
	FFS (number)	0	54	543				
	1.1.4 Persons trained in production practices and/or technologies				Project M&E system	Annual	Project M&E Unit	

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	Total number of persons trained by the project (number)	0	67550	135100				
	Total number of attendances to training sessions (number)	0	23850	47700				
	Men trained in crop (number)	0	11625	23250				
	Women trained in crop (number)	0	11625	23250				
	Young people trained in crop (number)	0	6975	13950				
	Men trained in livestock (number)	0	300	600				
	Women trained in livestock (number)	0	300	600				
	Young people trained in livestock (number)	0	180	360				
	Total persons trained in crop (number)	0	23250	46500				
	Total persons trained in livestock (number)	0	600	1200				
	Persons with disabilities trained in crop (number)	0	1163	2325				
	1.1.3 Rural producers accessing production inputs and/or technological packages				Project M&E system	Annual	Project M&E Unit	
	Males (number)		11925	23850				
	Females (number)		11925	23850				
	Young (number)		7155	14310				
	Indigenous people (number)		600	1200				
	Total rural producers (number)		23850	47700				
	1.1.2 Farmland under water-related infrastructure constructed/rehabilitated				Project M&E system	Annual	Project M&E Unit	
	Hectares of land (ha)	0	2152	4304				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	1.1.8 Households provided with targeted support to improve their nutrition				Project M&E system	Annual	Project M&E Unit	
	Total persons participating (number)	0	48176	96350				
	Males (number)	0	24088	48175				
	Females (number)	0	24088	48175				
	Households (number)	0	48175	96350				
	Household members benefitted (number)	0	231240	462480				
	Non-Indigenous people (number)							
	Young (number)	0	14453	28905				
	Not Young (number)							
	Non-women-headed households (number)							
	Number of persons with disabilities (number)	0	2409	4818				
Output Output 1.3: Land access and ownership by San nomadic groups, and indigenous knowledge integration within modern forest conservation practices facilitated	1.1.1 Number of beneficiaries gaining increased secure access to land				Project M&E System	Annual	Project M&E Unit	Policy instruments favor IPs land access and ownership
	Males (number)	0	179	357				
	Females (number)	0	179	357				
	Young (number)	0	107	214				
	Total number of beneficiaries with increased secure access to land (number)	0	358	714				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Outcome Outcome 2: Improved connectivity and access to markets	2.2.6 Households reporting improved physical access to markets, processing and storage facilities				Outcome (COI) / Impact Survey	Baseline, Mid-Term, and End of Project	Project M&E Unit / Independent consultancy firm	Availability of technical capacity and ability to engage TA; Active participation of women and young people; Effective BDS for cooperatives to develop convincing BPs and create employment opportunities. Appetite by financial institutions to provide credit; Physical access to: markets (50% of FFS beneficiaries supported with roads), Storage and processing facilities (70% and 66% of 250 FOs receiving matching grants), Increasing profits (40% of cooperatives with financed BPs).
	Households reporting improved physical access to markets (%)	0	25	50				
	Size of households (number)	0	30600	61200				
	Households reporting improved physical access to processing facilities (%)	0	33	66				
	Size of households (number)	0	7920	15840				
	Households reporting improved physical access to storage facilities (%)	0	35	70				
	Size of households (number)	0	8400	16800				
	Households reporting improved physical access to markets (number)	0	6375	12750				
	Households reporting improved physical access to processing facilities (number)	0	1650	3300				
	Households reporting improved physical access to storage facilities (number)	0	1750	3500				
	Total households reporting improved physical access (number)	0	9775	19550				
	2.2.2 Supported rural enterprises reporting an increase in profit				Outcome (COI) / Impact Survey	Baseline, Mid-Term, and End of Project	Project M&E Unit / Independent consultancy firm	
	Number of enterprises (number)	0	125	251				
	Percentage of enterprises (%)	0	20	40				
	2.2.5 Rural producers' organizations reporting an increase in sales				Outcome (COI) / Impact Survey	Baseline, Mid-Term, and End of Project	Project M&E Unit / Independent consultancy firm	
	Number of Rural POs (number)	0	44	439				

Results Hierarchy	Indicators				Means of Verification			Assumptions		
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility			
	Total number of POs members (number)	0	878	8780						
	Women PO members (number)	0	439	4390						
	Men PO members (number)	0	439	4390						
	Young PO members (number)	0	263	2634						
	Persons with disabilities PO members (number)	0	44	439						
	Cooperatives supported in component 2 accessing credit				Project M&E System / Survey reports	Baseline, Mid-Term, and End of Project	Project M&E Unit / Independent consultancy firm			
	Cooperatives (number)	0	314	627						
	Members of cooperatives (number)	0	6270	12540						
	2.2.1 Persons with new jobs/employment opportunities				Outcome (COI) / Impact Survey	Baseline, Mid-Term, and End of Project	Project M&E Unit / Independent consultancy firm			
	Males (number)	0	784	1568						
	Females (number)	0	784	1568						
	Young (number)	0	470	941						
	Total number of persons with new jobs/employment opportunities (number)	0	1568	3136						
	Output Output 2.1: Structured supply chain linked to markets	2.1.2 Persons trained in income-generating activities or business management				Project M&E System	Annual		Project M&E Unit	Successful implementation of component 1
		Males (number)	0	3920	7840					
Females (number)		0	3920	7840						
Young (number)		0	2352	4704						
Persons trained in IGAs or BM (total) (number)		0	7840	15680						

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Output Output 2.2: Improved market-access infrastructure	2.1.5 Roads constructed, rehabilitated or upgraded				Project M&E System	Annual	Project M&E Unit	Communities support the infrastructure rehabilitation. Thefts and damages to infrastructure are limited to low levels.
	Length of roads (km)	0	250	500				
Outcome Outcome 3: Institutional Strengthening, Policy Support and Implementation Support Services	Policy 3 Existing/new laws, regulations, policies or strategies proposed to policy makers for approval, ratification or amendment				Outcome (COI) / Impact Survey	Baseline, Mid-Term, and End of Project	Project M&E Unit / Independent consultancy firm	Sustained policy focus on economic diversification, agriculture and rural development
	Number (number)	0	1	1				
	SF.2.1 Households satisfied with project-supported services				Outcome (COI) / Impact Survey	"Baseline, Mid-Term, and End of Project "	Project M&E Unit / Independent consultancy firm	
	Household members (number)	0	138744	277488				
	Households (%)	0	30	60				
	Households (number)	0	28905	57810				
	SF.2.2 Households reporting they can influence decision-making of local authorities and project-supported service providers				Outcome (COI) / Impact Survey	"Baseline, Mid-Term, and End of Project "	Project M&E Unit / Independent consultancy firm	
	Household members (number)	0	138744	277488				
	Households (%)	0	30	60				
	Households (number)	0	28905	57810				
Output Output 3.1: Agricultural sector policy supported and knowledge products promoted	Policy 1 Policy-relevant knowledge products completed				Project M&E system	Annual	Project M&E Unit	Availability of institutional capacity
	Number (number)	0	2	3				

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex 3: Project Cost and Financing

Mission Dates: 12/08/2024 30/08/2024

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Project No. 2000003951

Report No. 7128-AO

East and Southern Africa Division
Programme Management Department

Annex 3: Programme cost and financing: Detailed costs tables

1. This annex presents the estimated programme cost and the financing plan of the Phase 1 of the proposed Sustainable Development For Subsistence Family Farmers Program in Angola (PRODESA). Part I of this annex introduces the main assumptions used for estimating the programme costs, while part II presents the detailed costs and financing plan. Key data sources have been referenced as footnotes.

I. Main assumptions

2. *Starting date and duration of the programme period.* Based on a multiphase adaptive approach, PRODESA is estimated to start in mid-2025 for an overall programme duration of 11 years, that is, until mid-2036. It will consist of two phases, lasting five and seven years, respectively, with an overlapping year. The estimated total cost for the two phases is USD 132 million. This annex presents the detailed programme cost for Phase 1, estimated at USD 73 million.

3. *Unit costs.* Unit costs have been estimated based on prices prevailing during the programme design in August-September 2024. They have been inserted in the Costab in USD. Salaries and allowances of the programme personnel have been estimated based on IFAD current projects in Angola.

4. *Physical and price contingencies.* A physical contingency of 5% has been applied to civil works to ensure that the necessary resources will be available to cover unforeseen variations. As is the common practice, price contingencies have been applied to all costs, except for the category "grants and subsidies".

5. *Inflation.* In mid-2023 a double shock due to the decline in oil production and increased external debt payments hit the Angolan economy and reversed the disinflationary trend observed in the first half of the year.¹ Since then, consumer price inflation increased and in July 2024 it reached its highest level in past two years (31.09%).² In response to these pressures, the National Bank of Angola tightened its policy stance and reiterated its commitment to transition to inflation targeting.³ However, inflationary pressures are forecasted to persist in 2025 until the effects of the fuel subsidy removal and the pass-through from nominal exchange rate depreciation diminish.⁴ Projections show a gradual disinflationary course from 2026 onwards. This translates into an expected average inflation rate for PRODESA Phase 1

¹ International Monetary Fund. "Angola: 2024 First Post-Financing Assessment-Press Release; and Staff Report", IMF Staff Country Reports 2024, 224 (2024), <https://doi.org/10.5089/9798400282027.002>.

² Instituto Nacional de Estatística. "Índice de Preços no Consumidor Nacional: Setembro do 2024", Folha de Informação Rápida N.º 09, Setembro 2024, https://www.ine.gov.ao/Arquivos/arquivosCarregados//Carregados/Publicacao_638500684523568034.pdf

³ International Monetary Fund. "2023 Article IV Consultation-Press Release; Staff Report; and Statement by the Executive Director for Angola", IMF Staff Country Reports 2024, 080 (2024), <https://www.imf.org/en/Publications/CR/Issues/2024/03/27/Angola-2023-Article-IV-Consultation-Press-Release-Staff-Report-and-Statement-by-the-546887>.

⁴ Ibidem and Economist Intelligence Unit. "One-click report: Angola", <https://viewpoint-eiu-com.fao.idm.oclc.org> (September 2024).

of 17.96%.⁵ For foreign inflation, an average rate of 2.84% has been assumed for the project period based on forecasts made by the Economist Intelligence Unit (EIU).⁶

6. *Exchange rate.* The above-mentioned 2023 double shock led to a sharp exchange rate depreciation (40% in between May-June 2023), further exacerbated by market communication challenges.⁷ As the National Bank is gradually moving towards greater exchange rate flexibility, projections show that the high demand for foreign currency to pay external debt obligations and imports of food and fuel will translate into a continued kwanza depreciation.⁸ Hence, based on the available forecasts, this analysis assumes an average exchange rate of AOA 1078.43: USD 1 for the duration of Phase 1.⁹

7. *Taxes and duties.* Costs that are presented include duties and taxes as well. The estimate of taxes and duties, including the value-added tax, is based on the rates prevailing at the time of the project design.¹⁰ As agreed, part of the Government contribution corresponds to waiving of the taxes and duties on all project inputs.

8. *Expenditure and disbursement accounts.* The project disbursement categories have been set in accordance with IFAD circular IC/FOD/02/2013: works, consultancies, equipment and goods, training and workshops, grants and subsidies, salaries and allowances, and operating costs. The structure of the expenditure categories follows the IFAD guidelines.

II. Total costs and financing

9. The total project costs including physical and price contingencies are estimated at USD 73 million over the five-year implementation period of Phase 1. PRODESA is organized around three main components: (i) Component 1: "Resilient Agricultural Farming and Livelihood Systems", representing 51.3% of the total costs, or 37.5 USD million; (ii) Component 2: "Improved Connectivity and Access to Markets", representing 30.2% of the total costs, or USD 22 million; and (iii) Component 3 "Institutional Strengthening, Policy Support and Implementation Support Services" for 18.5% of the total costs, or USD 13.5 million.

10. Phase 1 will be financed as follows: (i) 52.8% of the total costs or USD 38.54 million will be covered by IFAD, out of which USD 27.61 and USD 5 million through the

⁵ Source: Economist Intelligence Unit, <https://viewpoint-eiu-com.fao.idm.oclc.org/data/>.

⁶ Average of the export price inflation for manufactures over the project period. Source: <https://viewpoint-eiu-com.fao.idm.oclc.org/analysis/geography/XA/reports/one-click-report>. (September 2024)

⁷ International Monetary Fund. "2023 Article IV Consultation-Press Release; Staff Report; and Statement by the Executive Director for Angola", IMF Staff Country Reports 2024, 080 (2024), <https://www.imf.org/en/Publications/CR/Issues/2024/03/27/Angola-2023-Article-IV-Consultation-Press-Release-Staff-Report-and-Statement-by-the-546887>.

⁸ Economist Intelligence Unit. "One-click report: Angola", <https://viewpoint-eiu-com.fao.idm.oclc.org> (September 2024).

⁹ Source: Economist Intelligence Unit forecasts based on IMF International Financial Statistics, <https://viewpoint-eiu-com.fao.idm.oclc.org/data/>.

¹⁰ Different VAT rates are applied depending on the nature of the programme input. For instance, the VAT is levied at a standard rate of 14% on civil works but at a reduced rate of 5% on agricultural inputs. The same applies to custom duties. A rate of 50% is applied to vehicles, while a rate of 4% is levied on computers. For more details on the Angolan fiscal and tariff regime see <https://www.ucm.minfin.gov.ao/cs/groups/public/documents/document/aw40/mtv4/~edisp/minfin4168313.pdf>, <https://www.ucm.minfin.gov.ao/cs/groups/public/documents/document/aw4z/nzc4/~edisp/minfin3778714.pdf>.

IFAD 13th performance-based allocation system (PBAS) and Borrowed Resource Access Mechanism (BRAM), respectively, and USD 5.93 million from the IFAD 11th cycle; (ii) 10.4% or USD 7.6 million by the Government; and (iii) 2.2% or USD 1.6 million by the beneficiaries (Table A3.1).¹¹ The remaining financing gap of USD 25.26million or 34.6% of the total cost of Phase 1 may be sourced through the IFAD 14th replenishment cycle (under financing terms to be determined and subject to internal procedures and subsequent Executive Board approval) and the Adaptation fund who already expressed interest in the programme.

11. Co-financing from the Government consists of both in-kind (USD 6.5 million) and cash (USD 1.1 million) contributions. While the former consists of waiving on the estimated taxes and providing the office space for the implementation units, the latter consists of waiving on the estimated custom duties and financing the general operating costs of the implementation units. Similarly, co-financing from PRODESA beneficiaries is also expected both in kind (USD 0.3 million) and cash (USD 1.3 million). However, while the co-financing mechanism of component 2 strictly requires a cash contribution, the beneficiaries of the investments under component 1 will contribute in both ways.

12. Most PRODESA investments will focus on technical training through agropastoral and farmer field schools (APFS/FFS), business development services, and hard infrastructure development. The first two interventions will be primarily funded through consultancies. A detailed breakdown of this allocation is presented in Table A3.3. Specifically, USD 13 million (18% of the total budget) will fund the implementation of APFSs and FFSs (sub-component 1.2), while USD 9.4 million (13% of the total budget) will finance consultancy services aimed at strengthening the marketing capacities of smallholder farmers and cooperatives (sub-component 2.1).

13. In addition, PRODESA allocates approximately USD 21.04 million, or 29% of its budget, to hard infrastructure development. As shown in Table A3.3, this amount is distributed across three expenditure categories: (i) Works, accounting for USD 13.6 million or 18.6 of the total budget; (ii) Goods, accounting for USD 4.14 million or 5.7%; and (iii) Grants and subsidies, accounting for USD 3.3 million or 4.6%.¹² This allocation reflects the strong emphasis PRODESA has placed in reducing multi-dimensional poverty among rural populations through the integration of investments in APFS/FFSs, business capacity building, and infrastructure development, all to ensure the sustainable growth of agriculture-related livelihoods.

14. PRODESA management costs (i.e., recurrent costs except for maintenance related to investment costs) are estimated at 12.8% of the total budget and 5.4% of the IFAD budget. If the financing gap will be covered by the next IFAD replenishment cycle, such costs will amount to 10.9%% of the IFAD funds, ensuring they will not

¹¹ Resources from the IFAD 11th cycle are those redirected to PRODESA from the partially cancelled SREP.

¹² Goods are part of the expenditure category 'equipment and goods' where goods represent 87.3% of the budget under this category, and vehicles and other equipment account for the remaining 12.7%. Table A3.3 makes an additional distinction between goods primarily related to hard investments (planned under sub-component 1.2) and other goods and inputs. For instance, items classified as 'goods' related to hard investments are those related to water infrastructure. Concerning grants, based on the design mission, it is highly likely that these will finance hard investments such as shade nets.

exceed the 15% threshold.¹³ As shown in Table A3.4 below, most programme expenses will occur between year 2 (mid-2026 to mid-2027) and year 4 (mid-2028 to mid-2029).

¹³ In the first two years, salaries and allowances will be fully covered by IFAD funds, and operating costs will be fully covered by IFAD and the Government (through in-kind contributions such as office space). The cash contribution of the Government and the financing gap are considered for management costs incurred starting from the third program year onward. This distribution of resources will allow more than enough time to receive the government's cash contribution and fill the financing gap as planned.

TableA3.1. Programme costs by component, sub-component and financier

(Thousands of United States dollars)

Component/Sub-component	IFAD 13: PBAS		IFAD 13: BRAM		IFAD 11		IFAD:Total		Financing gap		Beneficiaries			The Government			Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Cash	In-kind	%	Cash	In-kind	%	Amount	%
A. Resilient Agricultural Farming and Livelihood Systems	22 534	81.6	4 347	86.9	5 930	100	32 812	85.1	1 229	4.9	637	345	60.5	151	2 303	32.4	37 476	51.34
1. Participatory community planning for resilience	2 649	9.6					2 649	6.9							184	2	2 833	4
2. Technical training using Agropastoral/Farmer field schools for increased production, resilience and nutrition	19 753	71.5	4 347	86.9	5 930	100	30 030	77.9			637	345	60.5	151	2 039	29	33 203	45
3. Supporting the San People through livelihood and forest management and conservation interventions	132						132		1 229	4.9					79	1	1 440	2
B. Improved Connectivity and Access to Markets	2 102	7.6	-				2 102	5.5	17 276	68.4	641		39.5		2 037	27	22 057	30.21
1. Supply chain structuring and linkage to market	1 669	6.0					1 669	4.3	8 284	32.8	641		39.5		610	8	11 205	15
2. Public investments in market-oriented infrastructure	433	1.6					433	1.1	8 991	35.6					1 427	19	10 851	15
C. Institutional Strengthening, Policy Support and Implementation Support Services	2 977	10.8	653	13.1			3 630	9.4	6 760	26.8				907	2 170	41	13 467	18.45
1. Institutional Strengthening and Policy Support	527	1.9		0.0			527	1.4	846	3.3				162	93	3	1 628	2
2. Project Coordination and Implementation Support Services	2 450	8.9	653				3 103	8.1	5 914	23.4				746	2 077	37	11 840	16
Total	27 614	37.8	5 000	6.8	5 930	8.1	38 544	52.8	25 264	34.6	1 279	345	2.2	1 058	6 510	10.4	73 000	100

TableA3.2. Programme costs by expenditure category and financier

(Thousands of United States dollars)

Expenditure category	IFAD 13: PBAS		IFAD 13: BRAM		IFAD 11		IFAD:Total		Financing gap		Beneficiaries			The Government			Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Cash	In-kind	%	Cash	In-kind	%	Amount	%
I. Investment costs																		
A. Works	3 062	11.1		0.0	111	1.9	3 173	8.2	7 954	31.5	187	345	32.8		1 898	25.1	13 558	18.6
B. Consultancies	12 685	45.9	1 234	24.7	3 140	53.0	17 059	44.3	10 398	41.2					1 911	25.3	29 368	40.2
C. Equipment and goods	6 994	25.3	1 903	38.1	1 551	26.2	10 448	27.1	137	0.5	451	-	27.7	549	835	18.3	12 419	17.0
1. Vehicles and equipment	595	2.2	86	1.7	65	1.1	746	1.9	-	0.0				549	278	10.9	1 573	2.2
2. Goods, services and inputs	6 399	23.2	1 817	36.3	1 486	25.1	9 702	25.2	137	0.5	451				556	7.4	10 846	14.9
D. Training and workshops	2 314	8.4	921	18.4	889	15.0	4 124	10.7	860	3.4							4 984	6.8
E. Grants and subsidies	1 137	4.1	290	5.8	238	4.0	1 665	4.3	1 035	4.1	641		39.5				3 342	4.6
Total Investment costs	26 192	94.9	4 347	86.9	5 930	100	36 469	94.6	20 384	80.7	1 279	345	100	549	4 644	68.6	63 670	87.2
II. Recurrent costs																		
A. Salaries and allowances	1 214	4.4	653	13.1			1 867	4.8	4 726	18.7				69	461	7.0	7 123	9.8
B. Operating costs	208	0.8					208	0.5	154					441	1 405	24.4	2 207	3.0
Total Recurrent costs	1 422	5.1	653	13.1			2 075	5.4	4 880	19.3				509	1 866	31.4	9 330	12.8
Total	27 614	37.8	5 000	6.8	5 930	8.1	38 544	52.8	25 264	34.6	1 279	345	2.2	1 058	6 510	10.4	73 000	100

TableA3.3. Breakdown of expenditure categories by main programme intervention

(Thousands of United States dollars)

Expenditure category	IFAD*		Financing gap		IFAD and Financing gap: Total		Beneficiaries			The Government			Total	
	Amount	%	Amount	%	Amount	%	Cash	In-kind	%	Cash	In-kind	%	Amount	%
I. Hard Infrastructure	8 299	21.5	9 075	35.9	17 374	27.2	1 213	345	95.9	-	2 105	27.8	21 037	28.8
Works	3 173	8.2	7 954	31.5	11 128	17.4	187	345	32.8		1 898	25.1	13 558	18.6
Goods	3 461	9.0	85	0.3	3 546	5.6	385		23.7		207		4 138	5.7
Grants and subsidies	1 665	4.3	1 035	4.1	2 701	4.2	641		39.5				3 342	4.6
II. Consultancies	17 059	44.3	10 398	41.2	27 457	43.0					1 911	25.3	29 368	40.2
Agropastoral and farmer field schools	12 184	31.6		0.0	12 184	19.1					849	11.2	13 033	18
Business development services	1 530	4.0	7 249	28.7	8 779	13.8					610	8.1	9 390	13
Other technical assistance	3 345	8.7	3 149	12.5	6 494	10.2					451	6.0	6 945	10
III. Other goods, services and inputs	6 241	16.2	51	0.2	6 293	9.9	66		4.1		350	4.6	6 708	9.2
IV. Vehicles and equipment	746	1.9		0.0	746	1.2				549	278	10.9	1 573	2.2
V. Training and workshops	4 124	10.7	860	3.4	4 984	7.8							4 984	6.8
VI. Recurrent costs	2 075	5.4	4 880	19.3	6 954	10.9				509	1 866		9 330	12.8
Salaries and allowances	1 867	4.8	4 726	18.7	6 593	10.3				69	461	7.0	7 123	10
Operating costs	208	0.5	154	0.6	361	0.6				441	1 405	24.4	2 207	3
Total	38 544	52.8	25 264	34.6	63 808	87.4	1 279	345	2.2	1 058	6 510	10.4	73 000	100

*IFAD 13 PBAS and BRAM, and IFAD 11

TableA3.4. Programme costs by component, sub-component and year*

(Thousands of United States dollars)

Component/Sub-component	2025		2026		2027		2028		2029		2030		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
A. Resilient Agricultural Farming and Livelihood Systems	1 869	36.9	5 930	56.5	12 152	59	11 957	54.3	5 069	41.2	499	19.2	37 476	51
1. Participatory community planning for resilience	1 240	24.5	1 593	15.2		0		0.0		0.0		0.0	2 833	3.9
2. Technical training using Agropastoral/Farmer field schools for increased production, resilience and nutrition	582	11.5	4 242	40.5	11 455	56	11 616	52.8	4 813	39.1	494	19.0	33 203	45.5
3. Supporting the San People through livelihood and forest management and conservation interventions	46	0.9	95	0.9	697	3	341	1.5	256	2.1	5	0.2	1 440	2.0
B. Improved Connectivity and Access to Markets	594	11.7	2 383	22.7	5 844	28	7 687	34.9	4 883	39.7	667	25.6	22 057	30
1. Supply chain structuring and linkage to market	542	10.7	1 308	12.5	2 714	13	3 412	15.5	2 621	21.3	607	23.4	11 205	15.3
2. Public investments in market-oriented infrastructure	51	1.0	1 074	10.2	3 131	15	4 274	19.4	2 261	18.4	60	2.3	10 851	14.9
C. Institutional Strengthening, Policy Support and Implementation Support Services	2 595	51.3	2 174	20.7	2 548	12	2 371	10.8	2 344	19.1	1 434	55.2	13 467	18
1. Institutional Strengthening and Policy Support	486	9.6	265	2.5	377	2	207	0.9	191	1.6	102	3.9	1 628	2.2
2. Project Coordination and Implementation Support Services	2 109	41.7	1 909	18.2	2 172	11	2 164	9.8	2 153	17.5	1 332	51.2	11 840	16
Total	5 058	6.9	10 487	14.4	20 545	28.1	22 014	30.2	12 296	16.8	2 600	3.6	73 000	100

*First and last year are six months each

Appendix

Detailed cost table- sub-component 1.1

Republic of Angola																			
PRODESA																			
Table 1.1. Participatory community planning for resilience																			
Detailed Costs																			
		Quantities							Unit Cost (US\$ '000)	Totals Including Contingencies (US\$ '000)							Summary Divisions		
	Unit	2025	2026	2027	2028	2029	2030	Total		2025	2026	2027	2028	2029	2030	Total	Component	Expenditure Account	Fin. Rule
I. Investment Costs																			
A. Characterization of the production basins /a	Study	1	-	-	-	-	-	1	600.0	605	-	-	-	-	-	605	C1.1	NAT_EA	IFAD13_PBAS (100%)
B. Facilitation of community development planning /b																			
1. Cuando Cubango	Plan	20	50	-	-	-	-	70	7.0	141	362	-	-	-	-	503	C1.1	NAT_EA	IFAD13_PBAS (100%)
2. Moxico	Plan	20	50	-	-	-	-	70	7.0	141	362	-	-	-	-	503	C1.1	NAT_EA	IFAD13_PBAS (100%)
3. Bié	Plan	20	50	-	-	-	-	70	7.0	141	362	-	-	-	-	503	C1.1	NAT_EA	IFAD13_PBAS (100%)
4. Lunda Norte	Plan	20	40	-	-	-	-	60	7.0	141	290	-	-	-	-	431	C1.1	NAT_EA	IFAD13_PBAS (100%)
5. Lunda Sul	Plan	10	30	-	-	-	-	40	7.0	71	217	-	-	-	-	288	C1.1	NAT_EA	IFAD13_PBAS (100%)
Subtotal										635	1,593	-	-	-	-	2,228			
Total										1,240	1,593	-	-	-	-	2,833			
/a At community level																			
/b 1 plan/community, 10 communities/municipalities																			

Detailed cost table- sub-component 1.2

Republic of Angola PRODESA Table 1.2. Technical training using Agropastoral/Farmer field schools (APFS/FFS) for increased production, resilience and nutrition Detailed Costs																			
		Quantities						Unit Cost (US\$ '000)	Totals Including Contingencies (US\$ '000)						Summary Divisions				
Unit		2025	2026	2027	2028	2029	2030	Total	2025	2026	2027	2028	2029	2030	Total	Component	Account	Fin. Rule	
I. Investment Costs																			
A. Development of a curriculum and training for APFS/FFS master trainers (MTs) and frontline extension staff																			
1. Updating of FFS guiding documents and training of MTs /a		Lumpsum	0.5	0.5	-	-	-	1	60.0	30	31	-	-	-	61	C1.2	NAT_EA	IFAD13_PBAS (100%)	
2. Preparation of APFS guiding documents and training of MTs /b		Lumpsum	0.5	0.5	-	-	-	1	30.0	15	16	-	-	-	31	C1.2	NAT_EA	IFAD13_BRAM (100%)	
3. APFS/FFS literacy training /c		Lumpsum	-	-	1	1	1	3	140.0	-	-	150	154	159	463	C1.2	NAT_EA	IFAD13_PBAS (100%)	
4. APFS/FFS Gender Action Learning System (GALS) training																			
Training of APFS/FFS master trainers /d		Lumpsum	-	1	-	-	-	1	25.0	-	26	-	-	-	26	C1.2	INT_EA	IFAD13_BRAM (100%)	
GALS implementation		Lumpsum	-	-	1	1	1	3	140.0	-	-	150	154	159	463	C1.2	NAT_EA	IFAD13_PBAS (100%)	
Subtotal										26	150	154	159	-	489				
5. APFS/FFS training in nutrition																			
Communication tools and training of APFS/FFS master trainers		Lumpsum	-	1	1	-	-	2	62.5	-	76	82	-	-	158	C1.2	NAT_EA	IFAD13_BRAM (100%)	
Training implementation /e		Lumpsum	-	-	1	1	1	3	140.0	-	-	150	154	159	463	C1.2	NAT_EA	IFAD13_PBAS (100%)	
Subtotal										76	232	154	159	-	621				
Subtotal										45	148	532	463	476	1,665				
B. Cuando Cubango																			
1. Strengthening of the existing APFSs and establishment of new ones																			
a. Service provider contract for APFS implementation /f		Lumpsum	-	0.32	0.48	0.2	-	1	225.1	-	75	116	50	-	240	C1.2	NAT_EA	IFAD13_PBAS (100%)	
b. Input/Start-up fund for FFS (caixa comunitária)		FFS	-	13	19	8	-	40	0.5	-	7	10	4	-	21	C1.2	GOODS_EA	IFAD13_PBAS (100%)	
c. Input/Start-up fund for individual APFS members /g		APFS member	-	-	390	570	240	1,200	0.1	-	42	63	27	-	132	C1.2	GOODS_EA	IFAD13_PBAS (100%)	
d. Training of EDADA technicians and service provider in APFS methodology		Participant	-	-	18	-	-	36	0.6	-	13	-	15	-	28	C1.2	TRAIN_EA	IFAD13_PBAS (100%)	
e. Training of APFS community facilitators /h		Facilitator	-	26	128	160	70	400	0.2	-	5	27	36	18	4	90	C1.2	TRAIN_EA	IFAD13_PBAS (100%)
f. Incentives for the APFS community facilitators /i		Monthly incentive	-	154	768	960	422	96	2,400	-	2	12	15	7	2	38	C1.2	GRANTS_EA	IFAD13_PBAS (100%)
g. Validation of APFS first-cycle		Lumpsum/APFS	-	-	-	13	19	8	40	-	-	-	0	1	0	2	C1.2	GOODS_EA	IFAD13_PBAS (100%)
Subtotal										102	207	185	52	6	552				
2. Strengthening of the existing FFSs and establishment of new ones																			
a. Service provider contract for FFS implementation /j		Lumpsum	-	0.32	0.48	0.2	-	1	1,969.8	-	652	1,014	435	-	2,100	C1.2	NAT_EA	IFAD13_PBAS (100%)	
b. Input/Start-up fund for FFS (caixa comunitária)		FFS	-	112	168	70	-	350	0.5	-	58	90	39	-	187	C1.2	GOODS_EA	IFAD13_PBAS (100%)	
c. Input/Start-up fund for individual FFS members /k		FFS member	-	-	3,360	5,040	2,100	10,500	0.1	-	360	556	238	-	1,154	C1.2	GOODS_EA	IFAD13_PBAS (100%)	
d. Training of EDADA technicians and service provider in FFS methodology		Participant	-	-	32	-	-	64	0.6	-	22	-	24	-	46	C1.2	TRAIN_EA	IFAD13_PBAS (100%)	
e. Training of FFS community facilitators /l		Facilitator	-	224	1,120	1,400	616	3,500	0.2	-	40	214	283	133	32	703	C1.2	TRAIN_EA	IFAD13_PBAS (100%)
f. Incentives for the FFS community facilitators /m		Monthly incentive	-	1,344	6,720	8,400	3,696	840	21,000	-	22	108	134	59	13	336	C1.2	GRANTS_EA	IFAD13_PBAS (100%)
g. Validation of FFS first-cycle		Lumpsum/FFS	-	-	-	112	168	70	350	-	-	-	4	7	3	14	C1.2	GOODS_EA	IFAD13_PBAS (100%)
h. APFS/FFS exchange visits and field days /n		Lumpsum/school	-	-	125	109	78	390	0.2	-	-	25	23	18	20	86	C1.2	TRAIN_EA	IFAD13_PBAS (100%)
i. Provision of soil test kits /o		Kit	7	-	-	-	-	7	0.5	4	-	-	-	-	4	C1.2	GOODS_EA	IFAD13_PBAS (100%)	
Subtotal										4	793	1,810	1,499	455	69	4,629			
3. Investments with APFS/FFS graduated to associations/cooperatives																			
a. Veterinary kits for community animal health workers /p		Kit	13	19	8	-	-	40	0.2	3	4	2	-	-	8	C1.2	GOODS_EA	IFAD13_PBAS (100%)	
b. Multiple-use water points in rangelands /q		Point	-	-	6	10	4	20	20.0	-	-	148	260	110	518	C1.2	WORKS_EA	IFAD13_PBAS (100%)	
c. Community water reservoirs /r		Point	-	-	11	17	7	35	10.0	-	-	135	221	97	453	C1.2	WORKS_EA	IFAD13_PBAS (95%), BEN_CASH (5%)	
d. Small-scale irrigation systems /s		Ha/FFS	-	-	28	42	18	88	10.0	-	-	300	463	204	967	C1.2	GOODS_EA	IFAD13_PBAS (90%), BEN_CASH (10%)	
e. Earth irrigation canals from river to farm		Lumpsum/FFS	-	-	26	38	16	80	1.0	-	-	36	57	26	119	C1.2	WORKS_EA	IFAD13_PBAS (50%), BEN_CASH (5%), BEN_INKIND (45%)	
f. Structures and equipment for soil conservation /t		Lumpsum/FFS	-	-	22	34	14	70	1.0	-	-	29	48	21	97	C1.2	WORKS_EA	IFAD13_PBAS (90%), BEN_CASH (10%)	
g. Community-managed seed banks /u		Lumpsum/FFS	-	-	37	55	23	115	0.5	-	-	24	38	17	80	C1.2	WORKS_EA	IFAD13_PBAS (50%), BEN_CASH (5%), BEN_INKIND (45%)	
h. Animal traction /v		Set	-	-	13	19	8	40	1.4	-	-	24	38	18	79	C1.2	GOODS_EA	IFAD13_PBAS (75%), BEN_CASH (25%)	
Subtotal										3	4	698	1,125	493	2,323				
4. Demonstration of new low-cost technology																			
a. Shade houses /w		Shade house	-	6	-	-	-	6	5.0	-	38	-	-	-	38	C1.2	WORKS_EA	IFAD13_PBAS (95%), BEN_INKIND (5%)	
Subtotal										6	937	2,714	2,809	1,000	75	7,542			
C. Moxico																			
1. Strengthening of the existing FFSs and establishment of new ones																			
a. Service provider contract for FFS implementation /x		Lumpsum	-	0.32	0.48	0.2	-	1	1,969.8	-	652	1,014	435	-	2,100	C1.2	NAT_EA	IFAD13_PBAS (100%)	
b. Input/Start-up fund for FFS (caixa comunitária)		FFS	-	112	168	70	-	350	0.5	-	58	90	39	-	187	C1.2	GOODS_EA	IFAD13_PBAS (100%)	
c. Input/Start-up fund for individual FFS members /y		FFS member	-	-	3,360	5,040	2,100	10,500	0.1	-	360	556	238	-	1,154	C1.2	GOODS_EA	IFAD13_PBAS (100%)	
d. Training of EDADA technicians and service provider in FFS methodology		Participant	-	-	32	-	-	64	0.6	-	22	-	24	-	46	C1.2	TRAIN_EA	IFAD13_PBAS (100%)	
e. Training of FFS community facilitators /z		Facilitator	-	224	1,120	1,400	616	3,500	0.2	-	40	214	283	133	32	703	C1.2	TRAIN_EA	IFAD13_PBAS (100%)
f. Incentives for the FFS community facilitators /aa		Monthly incentive	-	1,344	6,720	8,400	3,696	840	21,000	-	22	108	134	59	13	336	C1.2	GRANTS_EA	IFAD13_PBAS (100%)
g. Validation of FFS first-cycle		Lumpsum/FFS	-	-	-	112	168	70	350	-	-	-	4	7	3	14	C1.2	GOODS_EA	IFAD13_PBAS (100%)
h. FFS exchange visits and field days /bb		Lumpsum/school	-	-	112	98	70	350	0.2	-	-	22	21	16	18	78	C1.2	TRAIN_EA	IFAD13_PBAS (100%)
i. Provision of soil test kits /cc		Kit	7	-	-	-	-	7	0.5	4	-	-	-	-	4	C1.2	GOODS_EA	IFAD13_PBAS (100%)	
Subtotal										4	793	1,807	1,496	453	67	4,620			
2. Investments with FFS graduated to associations/cooperatives																			
a. Community water reservoirs /dd		Point	-	-	11	17	7	35	10.0	-	-	135	221	97	453	C1.2	WORKS_EA	IFAD13_PBAS (95%), BEN_CASH (5%)	
b. Small-scale irrigation systems /ee		Ha/FFS	-	-	28	42	18	88	10.0	-	-	304	471	208	982	C1.2	GOODS_EA	IFAD13_PBAS (90%), BEN_CASH (10%)	
c. Earth irrigation canals from river to farm		Lumpsum/FFS	-	-	26	38	16	80	1.0	-	-	32	100	46	208	C1.2	WORKS_EA	IFAD13_PBAS (50%), BEN_CASH (5%), BEN_INKIND (45%)	
d. Structures and equipment for soil conservation /ff		Lumpsum/FFS	-	-	22	34	14	70	1.0	-	-	29	48	21	97	C1.2	WORKS_EA	IFAD13_PBAS (90%), BEN_CASH (10%)	
e. Community-managed seed banks /gg		Lumpsum/FFS	-	-	37	55	23	115	0.5	-	-	24	38	17	80	C1.2	WORKS_EA	IFAD13_PBAS (50%), BEN_CASH (5%), BEN_INKIND (45%)	
Subtotal										-	-	554	878	389	1,821				
3. Demonstration of new low-cost technology																			
a. Structures and equipment for cassava post-production handling /hh		Lumpsum/FFS	-	7	-	-	-	7	5.0	-	45	-	-	-	45	C1.2	WORKS_EA	IFAD13_PBAS (95%), BEN_INKIND (5%)	
Subtotal										4	838	2,361	2,374	842	67	6,486			
D. Bie																			
1. Strengthening of the existing FFSs and establishment of new ones																			
a. Support to extension agents for FFS implementation /i																			
FFS implementation /j		Lumpsum	-	0.32	0.48	0.2	-	1	1,313.0	-	435	676	290	-	1,400	C1.2	NAT_EA	IFAD13_PBAS (57.1%), IFAD11 (42.9%)	
Motorbikes for extension agents /kk		Number	58	-	-	-	-	58	6.0	351	-	-	-	-	351	C1.2	VEHQ_EA	IFAD13_BRAM (28.55%), IFAD11 (21.45%), GVT/CASH (50%)	
Vehicle Circulation Tax (IVM)		Lumpsum	1	1	1	1	1	6	14.5	13	12	11	11	11	68	C1.2	VEHQ_EA	GOVT	
Logistic support /l		Lumpsum	-	0.32	0.48	0.2	-	1	174.0	-	67	110	50	-	227	C1.2	NAT_EA	IFAD13_BRAM (57.1%), IFAD11 (42.9%)	
Subtotal										364	514	796	350	11	2,045				
b. Input/Start-up fund for FFS (caixa comunitária)		FFS	-	112	168	70	-	350	0.5	-	58	90	39	-	187	C1.2	GOODS_EA	IFAD13_BRAM (57.11%), IFAD11 (42.89%)	
c. Input/Start-up fund for individual FFS members /mm		FFS member	-	-	3,360	5,040	2,100	10,500	0.1	-	360	556	238	-	1,154	C1.2	GOODS_EA	IFAD13_BRAM (57.11%), IFAD11 (42.89%)	
d. Training of EDADA technicians and service provider in FFS methodology		Participant	-	-	32	-	-	64	0.6	-	22	-	24	-	46	C1.2	TRAIN_EA	IFAD13_PBAS (100%)	
e. Training of FFS community facilitators /nn		Facilitator	-	224	1,120	1,400	616	3,500	0.2	-	40	214	283	133	32	703	C1.2	TRAIN_EA	IFAD13_PBAS (100%)
f. Incentives for the FFS community facilitators /oo		Monthly incentive	-	1,344	6,720	8,400	3,696	840	21,000	-	22	108	134	59	13	336	C1.2	GRANTS_EA	IFAD13_BRAM (57.11%), IFAD11 (42.89%)
g. Validation of FFS first-cycle		Lumpsum/FFS	-	-	-	112	168	70	350	-	-	-	4	7	3	14	C1.2	GOODS_EA	IFAD11 (100%)
h. FFS exchange visits and field days /pp		Lumpsum/school	-	-	112	98	70	350	0.2	-	-	22	21	16	18	78	C1.2	TRAIN_EA	IFAD11 (100%)
i. Provision of soil test kits /qq		Kit	7	-	-	-	-	7	0.5	4	-	-	-	-	4	C1.2	GOODS_EA	IFAD13_PBAS (100%)	
Subtotal										368	655	1,590	1,412	464	78	4,565			
2. Investments with FFS graduated to associations/cooperatives																			
a. Community water reservoirs /rr		Point	-	-	11	17	7	35	10.0	-	-	135	221	97	453	C1.2	WORKS_EA	IFAD13_PBAS (95%), BEN_CASH (5%)	
b. Small-scale irrigation systems /ss		Ha/FFS	-	-	28	42	18	88	10.0	-	-	304	471	208	982	C1.2	GOODS_EA	IFAD13_PBAS (90%), BEN_CASH (10%)	
c. Earth irrigation canals from river to farm		Lumpsum/FFS	-	-	23	35	14	72	1.0	-	-	32	52	23	107	C1.2	WORKS_EA	IFAD13_PBAS (50%), BEN_CASH (5%), BEN_INKIND (45%)	
d. Structures and equipment for soil conservation /tt		Lumpsum/FFS	-	-	56	84	35	175	1.0	-	-	73	117	53	243	C1.2	WORKS_EA	IFAD13_PBAS (90%), BEN_CASH (10%)	
e. Community-managed seed banks /uu		Lumpsum/FFS	-	-	37	55	23	115	0.5	-	-	24	38	17	80	C1.2	WORKS_EA	IFAD13_PBAS (50%), BEN_CASH (5%), BEN_INKIND (45%)	
Subtotal										-	-	568	900	398	1,866				
3. Demonstration of new low-cost technology																			
a. Shade houses /vv		Shade house	-	14	-	-	-	14	5.0	-	89	-	-	-	89	C1.2	WORKS_EA	IFAD13_PBAS (95%), BEN_INKIND (5%)	
Subtotal										368	744								

L. Lunda Norte																				
1. Strengthening of the existing FFSs and establishment of new ones																				
a. Service provider contract for FFS implementation /aw	Lumpsum	-	0.32	0.48	0.2	-	-	-	1	1,688.4	-	559	869	373	-	-	1,800	C1.2	NAT_EA	IFAD11 (100%)
b. Input/Start-up fund for FFS (caixa comunitária)	FFS	-	144	60	-	-	-	0.5	300	0.5	-	50	77	33	-	-	-	C1.2	GOODS_EA	IFAD13_PBAS (100%)
c. Input/Start-up fund for individual FFS members /ox	FFS member	-	-	2,880	4,320	1,800	-	-	9,000	0.1	-	-	309	477	204	-	989	C1.2	GOODS_EA	IFAD13_PBAS (57.11%), IFAD11 (42.89%)
d. Training of EDADA technicians and service provider in FFS methodology	Participant	-	28	-	28	-	-	-	56	0.6	-	19	-	21	-	-	40	C1.2	TRAIN_EA	IFAD13_PBAS (100%)
e. Training of FFS community facilitators /yy	Facilitator	-	192	960	1,200	528	120	-	3,000	0.2	-	34	183	243	114	28	600	C1.2	TRAIN_EA	IFAD11 (100%)
f. Incentives for the FFS community facilitators /zz	Monthly incentive	-	1,152	5,760	7,200	3,168	720	-	18,000	-	-	18	92	115	51	12	288	C1.2	GRANTS_EA	IFAD13_PBAS (100%)
g. Validation of FFS first-cycle	Lumpsum/FFS	-	-	-	96	144	60	-	300	-	-	-	3	6	3	-	12	C1.2	GOODS_EA	IFAD13_PBAS (100%)
h. FFS exchange visits and field days /aaa	Lumpsum/school	-	-	96	84	60	60	-	300	0.2	-	-	19	18	14	16	66	C1.2	TRAIN_EA	IFAD13_PBAS (100%)
i. Provision of soil test kits /bbb	Kit	6	-	-	-	-	-	-	6	0.5	3	-	-	-	-	-	3	C1.2	GOODS_EA	IFAD13_PBAS (100%)
Subtotal										3	680	1,549	1,283	388	57	3,961				
2. Investments with FFS graduated to associations/cooperatives																				
a. Small-scale irrigation systems /ccc	Ha FFS	-	-	19	29	12	-	-	60	10.0	-	-	206	325	139	-	670	C1.2	GOODS_EA	IFAD13_PBAS (90%), BEN_CASH (10%)
b. Earth irrigation canals from river to farm	Lumpsum/FFS	-	-	10	14	6	-	-	30	1.0	-	-	14	21	10	-	45	C1.2	WORKS_EA	IFAD13_PBAS (50%), BEN_CASH (5%), BEN_INKIND (45%)
c. Structures and equipment for soil conservation /ddd	Lumpsum/FFS	-	-	72	108	45	-	-	225	1.0	-	-	94	151	68	-	313	C1.2	WORKS_EA	IFAD13_PBAS (90%), BEN_CASH (10%)
d. Community-managed seed banks /eee	Lumpsum/FFS	-	-	32	48	19	-	-	99	0.5	-	-	21	34	14	-	69	C1.2	WORKS_EA	IFAD13_PBAS (50%), BEN_CASH (5%), BEN_INKIND (45%)
e. Animal traction /fff	Set	-	-	19	29	12	-	-	60	1.4	-	-	35	58	25	-	119	C1.2	GOODS_EA	IFAD13_PBAS (75%), BEN_CASH (25%)
Subtotal										-	-	370	588	257	-	1,215				
3. Demonstration of new low-cost technology																				
a. Structures and equipment for cassava post-production handling /ggg	Lumpsum/FFS	-	6	-	-	-	-	-	6	5.0	-	38	-	-	-	-	38	C1.2	WORKS_EA	IFAD13_PBAS (95%), BEN_INKIND (5%)
Subtotal										3	718	1,919	1,871	646	57	5,214				
F. Lunda Sul																				
1. Strengthening of the existing FFSs and establishment of new ones																				
a. Service provider contract for FFS implementation /hhh	Lumpsum	-	0.32	0.48	0.2	-	-	-	1	1,125.6	-	373	579	248	-	-	1,200	C1.2	NAT_EA	IFAD11 (71.7%), IFAD13_BRAM (28.3%)
b. Input/Start-up fund for FFS (caixa comunitária)	FFS	-	64	96	40	-	-	-	200	0.5	-	33	51	22	-	-	107	C1.2	GOODS_EA	IFAD13_PBAS (64.52%), IFAD11 (35.48%)
c. Input/Start-up fund for individual FFS members /iii	FFS member	-	-	1,920	2,880	1,200	-	-	6,000	0.1	-	-	206	318	136	-	660	C1.2	GOODS_EA	IFAD13_BRAM (57.11%), IFAD11 (42.89%)
d. Training of EDADA technicians and service provider in FFS methodology	Participant	-	18	-	18	-	-	-	36	0.6	-	12	-	14	-	-	26	C1.2	TRAIN_EA	IFAD13_BRAM (51.35%), IFAD11 (48.65%)
e. Training of FFS community facilitators /jjj	Facilitator	-	128	640	800	352	80	-	2,000	0.2	-	23	122	162	76	19	401	C1.2	TRAIN_EA	IFAD13_BRAM (51%), IFAD11 (49%)
f. Incentives for the FFS community facilitators /kkk	Monthly incentive	-	768	3,840	4,800	2,112	480	-	12,000	-	-	12	61	77	34	8	192	C1.2	GRANTS_EA	IFAD13_BRAM (51%), IFAD11 (49%)
g. Validation of FFS first-cycle	Lumpsum/FFS	-	-	-	64	96	40	-	200	0.2	-	-	2	4	2	8	8	C1.2	GOODS_EA	IFAD13_BRAM (51%), IFAD13_PBAS (49%)
h. FFS exchange visits and field days /lll	Lumpsum/school	-	-	64	56	40	40	-	200	0.2	-	-	13	12	9	10	44	C1.2	TRAIN_EA	IFAD13_PBAS (100%)
i. Provision of soil test kits /mmm	Kit	4	-	-	-	-	-	-	4	0.5	2	-	-	-	-	-	2	C1.2	GOODS_EA	IFAD13_PBAS (100%)
Subtotal										2	453	1,033	855	259	38	2,640				
2. Investments with FFS graduated to associations/cooperatives																				
a. Small-scale irrigation systems /nnn	Ha FFS	-	-	13	19	8	-	-	40	10.0	-	-	141	213	92	-	446	C1.2	GOODS_EA	IFAD13_BRAM (45%), BEN_CASH (45%), BEN_INKIND (10%)
b. Earth irrigation canals from river to farm	Lumpsum/FFS	-	-	6	10	4	-	-	20	1.0	-	-	8	15	7	-	30	C1.2	WORKS_EA	IFAD11 (50%), BEN_CASH (5%), BEN_INKIND (45%)
c. Structures and equipment for soil conservation /ooo	Lumpsum/FFS	-	-	48	72	30	-	-	150	1.0	-	-	63	101	45	-	209	C1.2	WORKS_EA	IFAD13_PBAS (45%), IFAD11 (45%), BEN_CASH (10%)
d. Community-managed seed banks /ppp	Lumpsum/FFS	-	-	21	32	13	-	-	66	0.5	-	-	14	22	10	-	46	C1.2	WORKS_EA	IFAD13_PBAS (5%), IFAD11 (45%), BEN_CASH (5%), BEN_INKIND (45%)
e. Animal traction /qqq	Set	-	-	13	19	8	-	-	40	1.4	-	-	24	38	18	-	79	C1.2	GOODS_EA	IFAD13_PBAS (38%), IFAD11 (37%), BEN_CASH (25%)
Subtotal										-	-	249	389	172	-	810				
3. Demonstration of new low-cost technology																				
a. Structures and equipment for cassava post-production handling /rrr	Lumpsum/FFS	-	4	-	-	-	-	-	4	5.0	-	25	-	-	-	-	25	C1.2	WORKS_EA	IFAD13_PBAS (95%), BEN_INKIND (5%)
Subtotal										2	478	1,282	1,244	431	38	3,475				
G. Technical assistance /sss																				
1. FFS Specialist	Person/month	6	12	12	12	12	6	60	7.0	42	87	90	93	95	49	456	C1.2	NAT_EA	IFAD13_PBAS (100%)	
2. Community Development and Social Inclusion Specialist	Person/month	6	12	12	12	12	6	60	7.0	42	87	90	93	95	49	456	C1.2	NAT_EA	IFAD13_PBAS (100%)	
3. Climate Change and Environmental Specialist	Person/month	6	12	12	12	12	6	60	7.0	42	87	90	93	95	49	456	C1.2	NAT_EA	IFAD13_PBAS (100%)	
4. Logistic support to the technical specialists /ttt	Person/month	18	36	36	36	36	18	180	1.5	27	56	58	60	61	32	293	C1.2	NAT_EA	IFAD13_PBAS (100%)	
5. Logistic support to municipal extension agents /uuu	Lumpsum	-	20	50	62	62	-	194	3.0	-	-	62	161	205	211	-	639	C1.2	NAT_EA	IFAD13_BRAM (100%)
Subtotal										154	379	489	543	557	179	2,401				
Total										582	4,242	11,455	11,616	4,813	494	33,203				
Ha 3 MT per province																				
Hb 2 MTs																				
Hc It includes the development and the multiplication of functional literacy tools and manuals																				
Hd Training of 1 MT/municipality, plus potential local service providers																				
He It includes the purchase of small equipments for the cooking demonstrations																				
Hf 40 APFS																				
Hg To be administered at collective level-paid back to the caixa comunitária																				
Hh 2 facilitators/APFS, 5 trainings: 1 training/semester																				
Hi 2 facilitator/school, 30 months/school																				
Hj 7 municipalities, 50 FFS/municipality, 30 people/FFS																				
Hk To be administered at collective level-paid back to the caixa comunitária																				
Hl 2 facilitators/FFS, 5 trainings: 1 training/semester																				
Hm 2 facilitator/school, 30 months/school																				
Hn It includes visits to demo sites																				
Ho 1 kit per municipality																				
Hp Including other small livestock-related investments																				
Hq 1 point/APFS																				
Hr 1 reservoir/FFS																				
Hs Mobile or fixed water pumps (motor), sprinkler or drip																				
Ht Including fruit tree saplings, contour stone bunds, compost and biopesticide equipment, other farm equipment																				
Hu It includes infrastructure, sealed containers for seed storage, initial seed stock																				
Hv A set includes 2 bulls and implements. For Southern Cuango Cuiango																				
Hw 2municipality, 3 Northern municipalities																				
Hx 7 municipalities, 50 FFS/municipality, 30 people/FFS																				
Hy To be administered at collective level-paid back to the caixa comunitária																				
Hz 2 facilitators/FFS, 5 trainings: 1 training/semester																				
Iaa 2 facilitator/school, 30 months/school																				
Iab It includes visits to demo sites																				
Iac 1 kit per municipality																				
Iad 1 reservoir/FFS																				
Iae Mobile or fixed water pumps (motor), sprinkler or drip																				
Iaf Including fruit tree saplings, contour stone bunds, compost and biopesticide equipment, other farm equipment																				
Iag It includes infrastructure, sealed containers for seed storage, initial seed stock																				
Iah 2municipality																				
Iai 10 municipalities, 50 FFS/municipality, 30 people/FFS																				
Iaj To be administered at collective level-paid back to the caixa comunitária																				
Iak 2 facilitators/FFS, 5 trainings: 1 training/semester																				
Ial 2 facilitator/school, 30 months/school																				
Iam It includes visits to demo sites																				
Ian 1 kit per municipality																				
Iao Mobile or fixed water pumps (motor), sprinkler or drip																				
Iap Including fruit tree saplings, contour stone bunds, compost and biopesticide equipment, other farm equipment																				
Iaq It includes infrastructure, sealed containers for seed storage, initial seed stock																				
Iar A set includes 2 bulls and implements																				
Ias 1municipality																				
Iat 4 municipalities, 50 FFS/municipality, 30 people/FFS																				
Iau To be administered at collective level-paid back to the caixa comunitária																				
Iav 2 facilitators/FFS, 5 trainings: 1 training/semester																				
Iaw 2 facilitator/school, 30 months/school																				
Iax It includes visits to the demo sites																				
Iay 1 kit per municipality																				
Iaz Mobile or fixed water pumps (motor), sprinkler or drip																				
Iba Including fruit tree saplings, contour stone bunds, compost and biopesticide equipment, other farm equipment																				
Ibb It includes infrastructure, sealed containers for seed storage, initial seed stock																				
Ibc 2municipality																				
Ibd 10 municipalities, 50 FFS/municipality, 30 people/FFS																				
Ibe To be administered at collective level-paid back to the caixa comunitária																				
Ibf 2 facilitators/FFS, 5 trainings: 1 training/semester																				
Ibg 2 facilitator/school, 30 months/school																				
Ibh It includes visits to the demo sites																				
Ibi 1 kit per municipality																				
Ibj Mobile or fixed water pumps (motor), sprinkler or drip																				
Ibk Including fruit tree saplings, contour stone bunds, compost and biopesticide equipment, other farm equipment																				
Ibl It includes infrastructure, sealed containers for seed storage, initial seed stock																				
Ibm A set includes 2 bulls and implements																				
Ibn 1municipality																				
Ibo 4 municipalities, 50 FFS/municipality, 30 people/FFS																				
Ibp To be administered at collective level-paid back to the caixa comunitária																				
Ibq 2 facilitators/FFS, 5 trainings: 1 training/semester																				
Ibr 2 facilitator/school, 30 months/school																				
Ibs It includes visits to the demo sites																				
Ibt 1 kit per municipality																				
Ibu Mobile or fixed water pumps (motor), sprinkler or drip																				
Ibv Including fruit tree saplings, contour stone bunds, compost and biopesticide equipment, other farm equipment																				
Ibw It includes infrastructure, sealed containers for seed storage, initial seed stock																				
Ibx A set includes 2 bulls and implements																				
Iby 1municipality																				
Ibz 4 municipalities, 50 FFS/municipality, 30 people/FFS																				
Ica Based in Mexico																				
Icc Monthly package for the three technical specialists including per diem, transport and other allowances																				
Icd 2 agents/municipality, annual support covering per diem, transport and other allowances																				

Detailed cost table- sub-component 1.3

Republic of Angola PRODESA																			
Table 1.3. Supporting the San People through livelihood and forest management and conservation interventions																			
Detailed Costs														Summary Divisions					
Unit	Quantities							Unit Cost (US\$ '000)	Totals Including Contingencies (US\$ '000)							Expenditure		Fin. Rule	
	2025	2026	2027	2028	2029	2030	Total		2025	2026	2027	2028	2029	2030	Total	Component	Account		
I. Investment Costs																			
A. Facilitation of community planning with the San people /a	Lumpsum	-	-	0.5	0.5	-	-	1	183.9	-	-	99	101	-	-	200	C1.3	NAT_EA	FG (100%)
B. Training and capacity building /b	Lumpsum	-	-	-	0.5	0.5	-	1	133.7	-	-	-	95	105	-	200	C1.3	TRAIN_EA	FG (100%)
C. Negotiation and implementation of a pilot for San forest land use rights /c	Lumpsum	-	-	1	-	-	-	1	466.4	-	-	500	-	-	-	500	C1.3	NAT_EA	FG (100%)
D. Livelihood diversification packages /d	Package	-	-	-	10	10	-	20	3.0	-	-	-	43	47	-	90	C1.3	GOODS_EA	FG (100%)
E. Land governance and titling expert /e																			
1. Consultancy fees	Person/month	6	12	12	12	12	-	54	7.0	42	87	90	93	95	-	407	C1.3	NAT_EA	IFAD13_PBAS (100% FOR 2, 0% FOR 4), FG (0% FOR 2, 100% FOR 4)
2. Logistic support /f	Lumpsum	0.5	1	1	1	1	0.5	5	8.0	4	8	9	9	9	5	43	C1.3	NAT_EA	IFAD13_PBAS (100% FOR 2, 0% FOR 4), FG (0% FOR 2, 100% FOR 4)
Subtotal										46	95	99	102	104	5	451			
Total										46	95	697	341	256	5	1,440			
Notes:																			
a) To identify development needs and opportunities based on Free Prior Informed Consent																			
b) Literacy, nutrition, health/sanitation																			
c) Involving participatory land mapping and development of forest and wild-life conservation plans																			
d) Small community development packages that could be related to the production of wild food eaten by the community, goat raising, fruit trees, ecotourism pilots																			
e) Field-based. Land governance, titling and assignment of forest land-use rights to nomadic peoples																			
f) It includes per diem, transport and other allowances																			

Detailed cost table- sub-component 2.1

Republic of Angola PRODESA Table 2.1. Supply chain structuring and linkage to market Detailed Costs										Unit Cost (US\$ '000)										Summary Divisions Expenditure									
										Totals Including Contingencies (US\$ '000)										Fin. Rule									
Quantities																													
Unit	2025	2026	2027	2028	2029	2030	Total	2025	2026	2027	2028	2029	2030	Total	Component	Account	Fin. Rule												
I. Investment Costs																													
A. Northern Cuando Cubango Ia																													
1. Identification of priority value chains to be strengthened Ib																													
Market study	1	3	-	-	-	-	4	20.0	20	62	-	-	-	82	C2.1	NAT_EA	IFAD13_PBAS (100%)												
Lumpsum	0.25	0.5	1	1	1	0.5	4.25	77.1	19	40	83	85	87	45	359	C2.1	NAT_EA	IFAD13_PBAS (100% FOR 2, 0% FOR 4), FG (0% FOR 2, 100% FOR 4)											
2. Coaching of cooperatives and MSEs in business management Ic																													
Cooperative	-	1	5	5	3	-	14	4.5	-	5	30	32	21	-	88	C2.1	NAT_EA	IFAD13_PBAS (100% FOR 2, 0% FOR 4), FG (0% FOR 2, 100% FOR 4)											
Business plan	3	8	39	60	34	-	144	3.0	9	25	125	199	115	-	473	C2.1	NAT_EA	IFAD13_PBAS (100% FOR 2, 0% FOR 4), FG (0% FOR 2, 100% FOR 4)											
3. Business formalisation and set-up of cooperatives and MSEs for market-oriented investments Id																													
4. Business plan preparation for cooperatives and MSEs Ie																													
5. Two-tier co-financing mechanism for business plans If																													
a. Tier 1 Ig																													
Financed plan	2	5	18	28	16	-	69	1.5	3	8	27	42	24	-	104	C2.1	GRANTS_EA	IFAD13_PBAS (75% FOR 2, 0% FOR 4), FG (0% FOR 2, 75% FOR 4), BEN_CASH (25% FOR 6)											
b. Tier 2 Ih																													
Financed plan	1	3	12	19	11	-	46	5.0	5	15	60	95	55	-	230	C2.1	GRANTS_EA	IFAD13_PBAS (60% FOR 2, 0% FOR 4), FG (0% FOR 2, 60% FOR 4), BEN_CASH (40% FOR 6)											
Subtotal																													
6. Facilitate access to external financing for business plans Ii																													
Financed plan	-	-	3	6	5	-	14	3.0	-	-	10	20	17	-	46	C2.1	NAT_EA	IFAD13_PBAS (100% FOR 2, 0% FOR 4), FG (0% FOR 2, 100% FOR 4)											
7. Monitoring and evaluation of business plan execution Ij																													
Lumpsum	0.25	0.5	1	1	1	0.5	4.25	51.7	13	27	55	57	59	30	241	C2.1	NAT_EA	IFAD13_PBAS (100% FOR 2, 0% FOR 4), FG (0% FOR 2, 100% FOR 4)											
8. Establishment of commercial partnerships between cooperatives and MSEs with public and private operators Ik																													
Partnership	-	-	3	5	5	-	13	3.0	-	-	10	17	17	-	43	C2.1	NAT_EA	IFAD13_PBAS (100% FOR 2, 0% FOR 4), FG (0% FOR 2, 100% FOR 4)											
Subtotal																													
B. Mexico Il																													
1. Identification of priority value chains to be strengthened Im																													
Market study	1	2	-	-	-	-	3	20.0	20	41	-	-	-	-	62	C2.1	NAT_EA	IFAD13_PBAS (100%)											
Lumpsum	0.25	0.5	1	1	1	0.5	4.25	186.8	47	97	200	206	211	109	871	C2.1	NAT_EA	IFAD13_PBAS (100% FOR 2, 0% FOR 4), FG (0% FOR 2, 100% FOR 4)											
2. Coaching of cooperatives and MSEs in business management In																													
Cooperative	1	1	11	10	7	-	30	4.5	5	5	65	64	49	-	189	C2.1	NAT_EA	IFAD13_PBAS (100% FOR 2, 0% FOR 4), FG (0% FOR 2, 100% FOR 4)											
Business plan	10	20	84	126	80	-	320	3.0	30	62	270	417	272	-	1,051	C2.1	NAT_EA	IFAD13_PBAS (100% FOR 2, 0% FOR 4), FG (0% FOR 2, 100% FOR 4)											
3. Business formalisation and set-up of cooperatives and MSEs for market-oriented investments Io																													
4. Business plan preparation for cooperatives and MSEs Ip																													
5. Two-tier co-financing mechanism for business plans Iq																													
a. Tier 1 Ir																													
Financed plan	5	10	40	61	38	-	154	1.5	8	15	60	92	57	-	231	C2.1	GRANTS_EA	IFAD13_PBAS (75% FOR 2, 0% FOR 4), FG (0% FOR 2, 75% FOR 4), BEN_CASH (25% FOR 6)											
b. Tier 2 Is																													
Financed plan	3	6	27	40	26	-	102	5.0	15	30	135	200	130	-	510	C2.1	GRANTS_EA	IFAD13_PBAS (60% FOR 2, 0% FOR 4), FG (0% FOR 2, 60% FOR 4), BEN_CASH (40% FOR 6)											
Subtotal																													
6. Facilitate access to external financing for business plans It																													
Financed plan	-	1	8	13	10	-	32	3.0	-	3	26	43	34	-	106	C2.1	NAT_EA	IFAD13_PBAS (100% FOR 2, 0% FOR 4), FG (0% FOR 2, 100% FOR 4)											
7. Monitoring and evaluation of business plan execution Iu																													
Lumpsum	0.25	0.5	1	1	1	0.5	4.25	125.1	32	65	134	138	142	73	583	C2.1	NAT_EA	IFAD13_PBAS (100% FOR 2, 0% FOR 4), FG (0% FOR 2, 100% FOR 4)											
8. Establishment of commercial partnerships between cooperatives and MSEs with public and private operators Iv																													
Partnership	-	1	7	10	11	-	29	3.0	-	3	23	33	37	-	86	C2.1	NAT_EA	IFAD13_PBAS (100% FOR 2, 0% FOR 4), FG (0% FOR 2, 100% FOR 4)											
Subtotal																													
C. Bhé Iv																													
1. Identification of priority value chains to be strengthened Ix																													
Market study	1	2	-	-	-	-	3	20.0	20	41	-	-	-	-	62	C2.1	NAT_EA	IFAD13_PBAS (100%)											
Lumpsum	0.25	0.5	1	1	1	0.5	4.25	217.6	55	113	233	240	246	127	1,014	C2.1	NAT_EA	IFAD13_PBAS (100% FOR 2, 0% FOR 4), FG (0% FOR 2, 100% FOR 4)											
2. Coaching of cooperatives and MSEs in business management Iy																													
Cooperative	1	3	36	29	11	-	80	4.5	5	16	213	186	78	-	497	C2.1	NAT_EA	IFAD13_PBAS (100% FOR 2, 0% FOR 4), FG (0% FOR 2, 100% FOR 4)											
Business plan	15	35	80	120	70	-	320	3.0	45	109	257	397	238	-	1,046	C2.1	NAT_EA	IFAD13_PBAS (100% FOR 2, 0% FOR 4), FG (0% FOR 2, 100% FOR 4)											
3. Business formalisation and set-up of cooperatives and MSEs for market-oriented investments Iz																													
4. Business plan preparation for cooperatives and MSEs Iaa																													
5. Two-tier co-financing mechanism for business plans Ibb																													
a. Tier 1 Icc																													
Financed plan	7	17	38	58	34	-	154	1.5	11	26	57	87	51	-	231	C2.1	GRANTS_EA	IFAD13_PBAS (75% FOR 2, 0% FOR 4), FG (0% FOR 2, 75% FOR 4), BEN_CASH (25% FOR 6)											
b. Tier 2 Idc																													
Financed plan	5	11	26	38	22	-	102	5.0	25	55	130	190	110	-	510	C2.1	GRANTS_EA	IFAD13_PBAS (60% FOR 2, 0% FOR 4), FG (0% FOR 2, 60% FOR 4), BEN_CASH (40% FOR 6)											
Subtotal																													
6. Facilitate access to external financing for business plans Iee																													
Financed plan	-	2	14	18	17	-	51	3.0	-	6	45	60	58	-	169	C2.1	NAT_EA	IFAD13_PBAS (100% FOR 2, 0% FOR 4), FG (0% FOR 2, 100% FOR 4)											
7. Monitoring and evaluation of business plan execution Ife																													
Lumpsum	0.25	0.5	1	1	1	0.5	4.25	145.0	37	75	155	160	164	85	676	C2.1	NAT_EA	IFAD13_PBAS (100% FOR 2, 0% FOR 4), FG (0% FOR 2, 100% FOR 4)											
8. Establishment of commercial partnerships between cooperatives and MSEs with public and private operators Ifg																													
Partnership	-	2	18	28	24	-	72	3.0	-	6	58	93	82	-	238	C2.1	NAT_EA	IFAD13_PBAS (100% FOR 2, 0% FOR 4), FG (0% FOR 2, 100% FOR 4)											
Subtotal																													
D. Demo business plans linked to sub-component 1.2 Ih																													
Business plan	-	37	-	-	-	-	37	3.0	-	115	-	-	-	-	115	C2.1	NAT_EA	IFAD13_PBAS (100%)											
E. Technical assistance																													
1. Access to finance manager Ii																													
a. Consultancy fees																													
Person/month	6	12	12	12	12	6	60	7.0	42	87	90	93	95	49	456	C2.1	NAT_EA	IFAD13_PBAS (100% FOR 2, 0% FOR 4), FG (0% FOR 2, 100% FOR 4)											
b. Logistic support Ij																													
Lumpsum	0.5	1	1	1	1	0.5	5	8.0	4	8	9	9	5	43	C2.1	NAT_EA	IFAD13_PBAS (100% FOR 2, 0% FOR 4), FG (0% FOR 2, 100% FOR 4)												
Subtotal																													
2. Business development specialists Ikk																													
a. Consultancy fees																													
Person/month	12	24	24	24	24	12	120	4.5	54	112	116	119	122	63	587	C2.1	NAT_EA	IFAD13_PBAS (100% FOR 2, 0% FOR 4), FG (0% FOR 2, 100% FOR 4)											
b. Logistic support Il																													
Person/month	12	24	24	24	24	12	120	1.5	18	37	39	40	41	21	196	C2.1	NAT_EA	IFAD13_PBAS (100% FOR 2, 0% FOR 4), FG (0% FOR 2, 100% FOR 4)											
Subtotal																													
Subtotal																													
Total																													
542 1,308 2,714 3,412 2,621 6,007 11,205																													
Ia Lines 1-4, 6-8 could be hired as one service provider contract																													
Ib Both at farm and aggregator/off-taker level. 3 studies on horticulture, cereals and legumes																													
Ic 12-month support (x2 VC Market Specialist, x4 Business Coaching/Plan Preparation staff, x1 M&E, x1 Finance, x1 Deputy Coordinator + costs)																													
Id It includes land titling, logistics, bank account opening, BR recording, NIF																													
Ie 15 wd per plan (10 on-field), Tier-1 and Tier-2 funding																													
If Beneficiaries' contribution can be either from their own funds or via credit from financial institutions																													
Ig Project co-financing of 75% of the total value of business plans going from USD 200 to USD 1,500																													
Ih Project co-financing of 60% (up to USD 3,000) for business plans going from USD 1,501 to 25,000																													
Ii Via local financing institutions, 10 wd per plan (10 on-field)																													
Ij 12-month support (x2 VC Market Specialist, x4 Business Coaching/Plan Preparation staff, x1 M&E, x1 Finance, x1 Deputy Coordinator + costs)																													
Ik 10 wd per partnership leveraged																													
Il Lines 1-4, 6-8 could be hired as one service provider contract																													
Im Both at farm and aggregator/off-taker level. 3 market studies on horticulture, cereals and legumes																													
In 12-month support (x2 VC Market Specialist, x6 Business Coaching/Plan Preparation staff, x1 M&E, x1 Finance, x1 Deputy Coordinator + costs)																													
Io It includes land titling, logistics, bank account opening, BR recording, NIF																													
Ip 15 wd per plan (10 on-field), Tier-1 and Tier-2 funding																													
Iq Beneficiaries' contribution can be either from their own funds or via credit from financial institutions																													
Ir Project co-financing of 75% of the total value of business plans going from USD 200 to USD 1,500																													
Is Project co-financing of 60% (up to USD 3,000) for business plans going from USD 1,501 to 25,000																													
It Via local financing institutions, 10 wd per plan (10 on-field)																													
Iu 12-month support (x2 VC Market Specialist, x6 Business Coaching/Plan Preparation staff, x1 M&E, x1 Finance, x1 Deputy Coordinator + costs)																													
Iv 10 wd per partnership leveraged																													
Iw Lines 1-4, 6-8 could be hired as one service provider contract																													
Ix Both at farm and aggregator/off-taker level. 3 market studies on horticulture, cereals and legumes																													
Iy 12-month support (x2 VC Market Specialist, x6 Business Coaching/Plan Preparation staff, x1 M&E, x1 Finance, x1 Coordinator + costs)																													
Iz It includes land titling, logistics, bank account opening, BR recording, NIF																													
Iaa 15 wd per plan (10 on-field), Tier-1 and Tier-2 funding																													
Iab Beneficiaries' contribution can be either from their own funds or via credit from financial institutions																													
Iac Project co-financing of 75% of the total value of business plans going from USD 200 to USD 1,500																													
Iad Project co-financing of 60% (up to USD 3,000) for business plans going from USD 1,501 to 25,000																													
Iae Via local financing institutions, 10 wd per plan (10 on-field)																													
Iaf 12-month support (x2 VC Market Specialist, x6 Business Coaching/Plan Preparation staff, x1 M&E, x1 Finance, x1 Coordinator + costs)																													
Iag 10 wd per partnership leveraged																													
Iah Business plans for the management of the demo shade houses and cassava post-harvest handling																													
Iai Based 70% in Luanda and 30% in the field																													
Iaj It includes per diem, transport and other allowances																													
Iak Two specialists based in the field and supervised by the access to finance manager																													
Ial Monthly packages for the two specialists including per diems, transport and other allowances																													

Detailed cost table- sub-component 2.2

Republic of Angola																			
PRODESA																			
Table 2.2. Public investments in market-oriented infrastructure																			
Detailed Costs																			
Unit	Quantities							Unit Cost (US\$ '000)	Totals Including Contingencies (US\$ '000)							Summary Divisions		Fin. Rule	
	2025	2026	2027	2028	2029	2030	Total		2025	2026	2027	2028	2029	2030	Total	Component	Expenditure Account		
I. Investment Costs																			
A. North Cuando Cubango, Moxico and Bié																			
1. Upgrading of rural feeder roads																			
a. Design and supervision	Lumpsum	-	0.1	0.3	0.4	0.2	-	1	562.5	-	58	181	248	127	-	615	C2.2	NAT_EA	IFAD13_PBAS (100% FOR 1.41.12% FOR 1, 0% FOR 4), FG (0% FOR 1, 58.88% FOR 1, 100% FOR 4)
b. Upgrading works	Km	-	50	150	200	100	-	500	15.0	-	823	2,566	3,535	1,823	-	8,747	C2.2	WORKS_EA	IFAD13_PBAS (100% FOR 1.41.12% FOR 1, 0% FOR 4), FG (0% FOR 1, 58.88% FOR 1, 100% FOR 4)
Subtotal											881	2,747	3,783	1,951	-	9,361			
2. Construction of small-scale bridges																			
a. Design and supervision	Lumpsum	-	0.1	0.3	0.4	0.2	-	1	56.3	-	6	18	25	13	-	62	C2.2	NAT_EA	IFAD13_PBAS (100% FOR 1.40.15% FOR 1, 0% FOR 4), FG (0% FOR 1, 59.85% FOR 1, 100% FOR 4)
b. Construction works	Bridge	-	5	15	20	10	-	50	15.0	-	82	257	353	182	-	875	C2.2	WORKS_EA	IFAD13_PBAS (100% FOR 1.41.12% FOR 1, 0% FOR 4), FG (0% FOR 1, 58.88% FOR 1, 100% FOR 4)
Subtotal											88	275	378	195	-	936			
3. Technical assistance																			
a. Infrastructure specialist /a																			
Consultancy fees	Person.month	6	12	12	12	12	6	60	7.0	42	87	90	93	95	49	456	C2.2	NAT_EA	IFAD13_PBAS (100% FOR 1.41.12% FOR 1, 0% FOR 4), FG (0% FOR 1, 58.88% FOR 1, 100% FOR 4)
Logistic support /b	Person.month	6	12	12	12	12	6	60	1.5	9	19	19	20	20	11	98	C2.2	NAT_EA	IFAD13_PBAS (100% FOR 1.41.12% FOR 1, 0% FOR 4), FG (0% FOR 1, 58.88% FOR 1, 100% FOR 4)
Subtotal										51	105	109	113	115	60	554			
Total										51	1,074	3,131	4,274	2,261	60	10,851			
Ia Based in Mexico																			
Ib Monthly package including per diems, transport and other allowances																			

/a Based in Moxico

/b Monthly package including per diems, transport and other allowances

Detailed cost table- sub-component 3.1

Republic of Angola PRODESA Table 3.1. Institutional Strengthening and Policy Support																			
Detailed Costs																			
	Quantities							Unit Cost (US\$ '000)	Totals Including Contingencies (US\$ '000)							Summary Divisions			
	Unit	2025	2026	2027	2028	2029	2030	Total		2025	2026	2027	2028	2029	2030	Total	Component	Account	Fin. Rule
I. Investment Costs																			
A. Institutional strengthening																			
1. Capacity strengthening of Government staff in social inclusion, climate and nutrition /a	Training	1	1	2	-	-	-	4	55.0	59	67	144	-	-	-	269	C3.1	TRAIN_EA	IFAD13_PBAS (100% FOR 2, 0% FOR 4), FG (0% FOR 2, 100% FOR 4)
2. Capacity building through SSTC and training in socio-economical inclusion of people with disabilities /b	Lumpsum	-	1	1	-	-	-	2	55.0	-	67	72	-	-	-	139	C3.1	TRAIN_EA	IFAD13_PBAS (100% FOR 2, 0% FOR 4), FG (0% FOR 2, 100% FOR 4)
3. Creation of a multisectoral nutrition monitoring group at municipal level /c	Lumpsum	-	1	1	1	1	0.5	4.5	32.2	-	39	42	46	50	28	205	C3.1	TRAIN_EA	IFAD13_PBAS (100% FOR 2, 0% FOR 4), FG (0% FOR 2, 100% FOR 4)
4. Support to IDA/EDA capacity development /d	Lumpsum	-	-	1	1	1	0.5	3.5	13.6	-	-	18	19	21	12	70	C3.1	NAT_EA	FG (100%)
5. Computers for IDA provincial staff /e	Number	5	-	-	-	-	-	5	2.0	10	-	-	-	-	-	10	C3.1	VEHQ_EA	IFAD13_PBAS (98%), GVTCASH (2%)
6. Motorcycles for extension workers /f	Number	62	-	-	-	-	-	62	6.0	375	-	-	-	-	-	375	C3.1	VEHQ_EA	IFAD13_PBAS (50%), GVTCASH (50%)
7. IFAD Clinics /g	Lumpsum	1	1	1	1	1	-	5	3.3	4	4	4	5	5	-	22	C3.1	TRAIN_EA	IFAD13_PBAS (100% FOR 2, 0% FOR 4), FG (0% FOR 2, 100% FOR 4)
Subtotal										447	176	281	70	77	39	1,091			
B. Research and development																			
1. Partnership with the IIA to develop a seed system and promote new farming technologies	Lumpsum	0.5	1	1	1	1	0.5	5	72.9	39	88	96	104	114	63	504	C3.1	NAT_EA	IFAD13_PBAS (100% FOR 2, 0% FOR 4), FG (0% FOR 2, 100% FOR 4)
C. Policy support																			
1. Formulation of policy papers	Lumpsum	-	-	-	1	-	-	1	30.0	-	-	-	33	-	-	33	C3.1	NAT_EA	FG (100%)
Total										486	265	377	207	191	102	1,628			
/a 50 people at municipal level, 10 at provincial level,6 people at national level, 33 people/training. It includes travel, perdiem and other costs																			
/b For Government and project staff																			
/c For IDA/EDA and public authorities involved in health and gender. It includes training on nutrition and its management in PRODESA																			
/d It includes support for the implementation of the capacity development plan																			
/e The unit cost includes 2% custom duty paid by the Government																			
/f 2 extension workers/municipality. The unit cost includes the 50% custom duty paid by the Government																			
/g Trainings for both PMU and IDA staff. It covers SECAP, social inclusion, procurement, etc.																			

/a 50 people at municipal level, 10 at provincial level, 6 people at national level, 33 people/training. It includes travel, per diem and other costs

/b For Government and project staff

/c For IDA/EDA and public authorities involved in health and gender. It includes training on nutrition and its management in PRODESA

/d It includes support for the implementation of the capacity development plan

/e The unit cost includes 2% custom duty paid by the Government

/f 2 extension workers/municipality. The unit cost includes the 50% custom duty paid by the Government

/g Trainings for both PMU and IDA staff. It covers SECAP, social inclusion, procurement, etc.

Detailed cost table- sub-component 3.2

Republic of Angola PRODESA Table 3.2. Project Coordination and Implementation Support Services Detailed Costs										Unit Cost (US\$ '000)	Totals including Contingencies (US\$ '000)					Summary Divisions		Expenditure		Fin. Rule					
Unit										Quantities					Total	Component	Account								
										2025	2026	2027	2028	2029	2030										
I. Investment Costs																									
A. Vehicles and equipment for the PMU and PPRLs																									
1. Double Cabin Vehicle /a	Number	13	-	-	-	-	-	-	13	✓ 40.0	524	-	-	-	-	524	C3.2	VEHQ_EA	IFAD13_PBAS (50%) , GVT/CASH (50%)						
2. Laptop /b	Number	12	-	-	-	-	-	-	12	✓ 2.0	24	-	-	-	-	24	C3.2	VEHQ_EA	IFAD13_PBAS (98%) , GVT/CASH (4%)						
3. Desktop /c	Number	14	-	-	-	-	-	-	14	✓ 1.5	21	-	-	-	-	21	C3.2	VEHQ_EA	IFAD13_PBAS (98%) , GVT/CASH (4%)						
4. Printer/Photocopier /d	Number	6	-	-	-	-	-	-	6	✓ 5.0	30	-	-	-	-	30	C3.2	VEHQ_EA	IFAD13_PBAS (98%) , GVT/CASH (4%)						
5. Accounting software /e	Number	1	-	-	-	-	-	-	1	✓ 25.0	25	-	-	-	-	25	C3.2	GOODS_EA	IFAD13_PBAS (100%)						
6. Safe box /f	Number	6	-	-	-	-	-	-	6	✓ 2.0	12	-	-	-	-	12	C3.2	VEHQ_EA	IFAD13_PBAS (93%) , GVT/CASH (7%)						
7. Projector /g	Number	6	-	-	-	-	-	-	6	✓ 2.0	12	-	-	-	-	12	C3.2	VEHQ_EA	IFAD13_PBAS (93%) , GVT/CASH (7%)						
8. Video conferencing equipment /h	Set	6	-	-	-	-	-	-	6	✓ 2.5	15	-	-	-	-	15	C3.2	VEHQ_EA	IFAD13_PBAS (93%) , GVT/CASH (7%)						
9. Television 85 in /i	Number	6	-	-	-	-	-	-	6	✓ 3.5	21	-	-	-	-	21	C3.2	VEHQ_EA	IFAD13_PBAS (93%) , GVT/CASH (7%)						
10. Server /j	Number	1	-	-	-	-	-	-	1	✓ 15.0	16	-	-	-	-	16	C3.2	VEHQ_EA	IFAD13_PBAS (98%) , GVT/CASH (4%)						
11. Internet network equipment /k	Package	6	-	-	-	-	-	-	6	✓ 5.0	30	-	-	-	-	30	C3.2	VEHQ_EA	IFAD13_PBAS (96%) , GVT/CASH (4%)						
12. Office furniture /l	Set	26	-	-	-	-	-	-	26	✓ 3.0	83	-	-	-	-	83	C3.2	GOODS_EA	IFAD13_PBAS (100%)						
13. Furniture for the conference room /m	Set	6	-	-	-	-	-	-	6	✓ 5.0	32	-	-	-	-	32	C3.2	GOODS_EA	IFAD13_PBAS (100%)						
Subtotal										847						847									
B. Training and workshops																									
1. Startup workshop /n	Workshop	6	-	-	-	-	-	-	6	✓ 10.0	64	-	-	-	-	64	C3.2	TRAIN_EA	IFAD13_PBAS (100% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)						
2. Annual planning and review workshop	Lumpsum	0.5	1	1	1	1	1	1	5.5	✓ 5.0	3	6	7	7	8	9	39	C3.2	TRAIN_EA	IFAD13_PBAS (100% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)					
3. Participation of PMU and Government staff in workshops and SSTC	Lumpsum	1	-	-	-	1	-	-	2	✓ 15.0	16	-	-	21	-	37	C3.2	TRAIN_EA	IFAD13_PBAS (100% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)						
Subtotal										82	6	7	7	29	8	9	140								
C. Audit																									
1. External audit	Number	1	1	1	1	1	1	1	6	✓ 45.0	45	47	48	50	51	53	293	C3.2	NAT_EA	IFAD13_PBAS (100% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)					
2. Internal audit	Number	1	1	1	1	1	1	1	6	✓ 15.0	15	16	16	17	17	18	98	C3.2	NAT_EA	IFAD13_PBAS (100% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)					
Subtotal										61	62	64	66	68	70	391									
D. SECAP and social inclusion																									
1. Elaboration of the targeting and social inclusion strategy	Strategy	1	-	-	-	-	-	-	1	✓ 20.0	21	-	-	-	-	-	21	C3.2	NAT_EA	IFAD13_PBAS (100% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)					
2. Development of a nutrition strategy/action plan	Strategy	1	-	-	-	-	-	-	1	✓ 11.0	12	-	-	-	-	-	12	C3.2	NAT_EA	IFAD13_PBAS (100% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)					
3. Development of environmental, social and climate management plans (ESCMps)	Lumpsum	-	0.32	0.48	0.2	-	-	-	1	✓ 110.0	-	43	69	31	-	-	143	C3.2	NAT_EA	IFAD13_PBAS (100% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)					
4. Development of site-specific feasibility studies for major infrastructure	Lumpsum	-	0.1	0.3	0.4	0.2	-	-	1	✓ 20.0	-	21	64	88	45	-	219	C3.2	NAT_EA	IFAD13_PBAS (100% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)					
Subtotal										33	63	134	120	45	-	-	395								
E. Monitoring and evaluation																									
1. Technical assistance for M&E /o	Lumpsum	1	1	1	1	1	1	-	5	✓ 12.0	13	15	16	17	19	-	79	C3.2	NAT_EA	IFAD13_PBAS (100% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)					
2. M&E workshop with project stakeholders /p	Workshop	-	1	-	-	-	-	-	1	✓ 2.5	-	3	-	-	-	-	3	C3.2	TRAIN_EA	IFAD13_PBAS (100%)					
3. Tablets for data collection /q	Number	62	-	-	-	-	-	-	62	✓ 1.0	63	-	-	-	-	-	63	C3.2	VEHQ_EA	IFAD13_PBAS (98%) , GVT/CASH (4%)					
4. Installation of the management information system (MIS) software	Set	1	-	-	-	-	-	-	1	✓ 25.0	27	-	-	-	-	-	27	C3.2	GOODS_EA	IFAD13_PBAS (100%)					
5. Maintenance of the MIS software	Lumpsum	0.5	1	1	1	1	1	0.5	5	✓ 1.0	1	1	1	1	2	1	7	C3.2	NAT_EA	IFAD13_PBAS (100% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)					
6. GIS software installation and licence /r	Lumpsum	1	-	-	1	-	-	-	2	✓ 15.0	16	-	-	21	-	-	37	C3.2	GOODS_EA	IFAD13_PBAS (100% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)					
7. Baseline COI survey	Survey	1	-	-	-	-	-	-	1	✓ 100.0	106	-	-	-	-	-	106	C3.2	NAT_EA	IFAD13_PBAS (100%)					
8. Midline COI Survey /s	Survey	-	-	-	1	-	-	-	1	✓ 110.0	-	-	118	-	-	-	118	C3.2	NAT_EA	IFAD13_PBAS (100% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)					
9. Tracer study	Study	-	-	-	-	-	1	-	1	✓ 25.0	-	-	-	-	28	-	28	C3.2	NAT_EA	IFAD13_PBAS (100% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)					
10. Annual outcome survey /t	Lumpsum	-	-	-	-	-	-	-	-	✓ -	-	-	-	-	-	-	-	C3.2	NAT_EA	IFAD13_PBAS (0%)					
11. Economic feasibility study /u	Study	-	-	-	-	-	-	-	-	✓ -	-	-	-	-	-	-	-	C3.2	NAT_EA	IFAD13_PBAS (0%)					
12. Endline COI survey	Lumpsum	-	-	-	-	-	1	1	110.0	-	-	-	-	-	-	-	190	190	C3.2	TRAIN_EA	FG (100%)				
Subtotal										225	19	135	40	49	49	191	658								
F. Knowledge management and communication																									
1. TV and radio awareness campaigns on environmental,gender and nutrition issues	Campaign	1	1	1	1	1	1	1	6	✓ 3.0	3	4	4	4	5	5	25	C3.2	GOODS_EA	IFAD13_PBAS (100% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)					
2. Printing of communications materials	Lumpsum	1	1	1	1	1	1	1	6	✓ 2.0	2	2	3	3	3	3	17	C3.2	GOODS_EA	IFAD13_PBAS (100% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)					
3. Knowledge management publications	Lumpsum	1	1	1	1	1	1	1	6	✓ 1.0	1	1	1	1	2	2	8	C3.2	GOODS_EA	IFAD13_PBAS (100% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)					
4. Exchange visits for technical staff and extension officers	Lumpsum	-	1	-	-	1	-	-	3	✓ 3.0	-	4	-	4	-	5	13	C3.2	TRAIN_EA	IFAD13_PBAS (100% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)					
5. Organisation of participation to agri-fairs	Lumpsum	1	1	1	1	1	1	1	6	✓ 2.0	2	2	3	3	3	3	17	C3.2	TRAIN_EA	IFAD13_PBAS (100% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)					
Subtotal										9	13	10	16	13	19	80									
Total Investment Costs																									
B. Recurrent Costs										1,256	164	350	270	182	288	2,510									
A. Salaries and allowances																									
1. Project Management Unit /v																									
Project coordinator	Month	6	12	12	12	12	6	60	10.0	61	124	129	132	136	70	652	C3.2	SAL_EA	IFAD13_PBAS (64.5% FOR 2. 0% FOR 4) , IFAD13_BRAM (35.5% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)						
Finance manager	Month	6	12	12	12	12	6	60	7.0	42	87	90	93	95	49	456	C3.2	SAL_EA	IFAD13_PBAS (64.5% FOR 2. 0% FOR 4) , IFAD13_BRAM (35.5% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)						
Monitoring and evaluation manager	Month	6	12	12	12	12	6	60	7.0	42	87	90	93	95	49	456	C3.2	SAL_EA	IFAD13_PBAS (64.5% FOR 2. 0% FOR 4) , IFAD13_BRAM (35.5% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)						
Procurement and contracts manager	Month	6	12	12	12	12	6	60	7.0	42	87	90	93	95	49	456	C3.2	SAL_EA	IFAD13_PBAS (64.5% FOR 2. 0% FOR 4) , IFAD13_BRAM (35.5% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)						
Monitoring and evaluation assistant	Month	6	12	12	12	12	6	60	3.5	21	43	45	46	48	25	228	C3.2	SAL_EA	IFAD13_PBAS (64.5% FOR 2. 0% FOR 4) , IFAD13_BRAM (35.5% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)						
Procurement assistant	Month	6	12	12	12	12	6	60	3.5	21	43	45	46	48	25	228	C3.2	SAL_EA	IFAD13_PBAS (64.5% FOR 2. 0% FOR 4) , IFAD13_BRAM (35.5% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)						
Knowledge management assistant	Month	6	12	12	12	12	6	60	3.5	21	43	45	46	48	25	228	C3.2	SAL_EA	IFAD13_PBAS (64.5% FOR 2. 0% FOR 4) , IFAD13_BRAM (35.5% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)						
Accountant	Month	6	12	12	12	12	6	60	3.5	21	43	45	46	48	25	228	C3.2	SAL_EA	IFAD13_PBAS (64.5% FOR 2. 0% FOR 4) , IFAD13_BRAM (35.5% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)						
Internal auditor /w	Month	6	12	12	12	12	6	60	2.5	15	31	32	33	34	18	163	C3.2	SAL_EA	IFAD13_PBAS (64.5% FOR 2. 0% FOR 4) , IFAD13_BRAM (35.5% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)						
Project assistant	Month	6	12	12	12	12	6	60	2.5	15	31	32	33	34	18	163	C3.2	SAL_EA	IFAD13_PBAS (64.5% FOR 2. 0% FOR 4) , IFAD13_BRAM (35.5% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)						
Drivers (2)	Month	18	36	36	36	36	18	180	1.0	18	37	39	40	41	21	196	C3.2	SAL_EA	IFAD13_PBAS (64.5% FOR 2. 0% FOR 4) , IFAD13_BRAM (35.5% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)						
Subtotal										321	658	682	702	720	372	3,454									
2. Provincial Project Implementation Units /x																									
Provincial project coordinators /y	Month	30	60	60	60	60	30	300	3.0	91	186	198	199	204	105	978	C3.2	SAL_EA	IFAD13_PBAS (64.5% FOR 2. 0% FOR 2) , IFAD13_BRAM (35.5% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)						
Team leaders /z	Month	24	48	48	48	48	24	240	5.0	121	248	257	265	272	140	1,303	C3.2	SAL_EA	IFAD13_PBAS (64.5% FOR 2. 0% FOR 2) , IFAD13_BRAM (35.5% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)						
Finance and administration assistants	Month	30	60	60	60	60	30	300	2.5	76	155	161	166	170	88	815	C3.2	SAL_EA	IFAD13_PBAS (64.5% FOR 2. 0% FOR 2) , IFAD13_BRAM (35.5% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)						
Drivers	Month	30	60	60	60	60	30	300	1.0	30	62	64	66	68	35	326	C3.2	SAL_EA	IFAD13_PBAS (64.5% FOR 2. 0% FOR 2) , IFAD13_BRAM (35.5% FOR 2. 0% FOR 4). FG (0% FOR 2. 100% FOR 4)						
Subtotal										318	652	675	695	713	368	3,221									
3. Allowances																									
Field per diem /aa	Field days	203	405	405	405	405	203	2,026	0.1	20	42	43	45	46	24	220	C3.2	SAL_EA	IFAD13_PBAS (66.67% FOR 2.0% FOR 4) , FG (0%FOR 2. 66.67%FOR 4),GVT/CASH (33.33% FOR 6)						

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex 4: Economic and Financial Analysis

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East and Southern Africa Division
Programme Management Department

Annex 4: Economic and Financial Analysis

1. This annex presents the ex-ante economic and financial analysis (EFA) of the Phase 1 of the proposed Sustainable Development for Subsistence Family Farmers Program (PRODESA). The evaluation is built on the cost-benefit analysis (CBA) approach applied to the core programme interventions: (i) technical training using farmer field schools (FFSs) for increased production, resilience and nutrition, and (ii) supply chain structuring and linkage to markets. Part I of this annex introduces the identification of benefits, followed by Part II which describes the methodology and assumptions used for the CBA analysis. Part III presents the financial analysis of the investments in resilient farming systems and improved access to markets. Finally, Part IV summarizes the economic results of the project, including a sensitivity analysis under different scenarios.

2. Overall, PRODESA interventions are economically justified, generating an indicative economic net present value (NPV) of the net additional benefits (using a social discount rate of 6%) of USD 122.8 million and an economic internal rate of return (EIRR) of 29% over a 20-year period and on a total budget of US\$ 73 million. These economic results are satisfying (the EIRR being more than 4 times the social discount rate), given that several other project benefits could not be quantified due to the difficulty of assigning them a monetary value. In addition, these economic results are robust when testing several sensitivity scenarios, including delays in implementation, cost overruns and reductions in benefits.

I. Identification of Benefits

3. Two main, and quantifiable, mutually reinforcing benefits are expected from PRODESA. First, the project will lead to *sustainably higher agriculture-related incomes* thanks to more diversified, resilient and increased production and productivity, and agri-sales. Enhanced production and productivity will directly result from the greater availability and adoption of improved climate-resilient techniques and innovations tailored to the local context, thanks to comprehensive FFS training supported by co-investments in productive infrastructure and equipment. Moreover, beneficiaries will experience higher agri-sales due to their increased integration into profitable local and national markets. This will result from the higher ability of farmers to exploit economies of scales through cooperatives and other forms of associations, facilitated by the removal of barriers to collective organisation and market engagement (e.g. higher access to finance, support for business formalisation and management).

4. The second main benefit of PRODESA is its contribution to enhanced climate change resilience and adaptation. The increased availability and adoption of the above-mentioned climate-smart agricultural practices (such as the use of locally adapted, drought-resilient seeds and small-scale irrigation systems) will significantly reduce the vulnerability of smallholder farmers to erratic rainfall patterns and extreme weather events. Additionally, the ongoing degradation of natural resources in the targeted areas will be also mitigated through the promotion of sustainable land-use practices which aim to eliminate widespread, environmentally harmful practices like slash-and-burn agriculture and deforestation. As a result, higher climate resilience and adaptation will not only stabilize agricultural incomes but will also increase them by allowing farmers to achieve better results.

5. PRODESA will also have other positive impacts which are currently non-quantifiable due to limitations in data availability and valuation-related issues. These include improved food and nutrition security, as the programme will strategically enhance its investments in the most food-insecure areas, where malnutrition is prevalent, and will provide targeted support to increase access to nutritious food. Additionally, PRODESA will lead to greater social and economic inclusion of women and youth, with all project components incorporating gender- and youth-focused interventions, thus improving distributive justice. The programme will also contribute to the inclusion of people with disabilities and ethnic minorities, strengthen institutional capacity and policy frameworks, generate demonstration effects, and encourage greater community participation, among other benefits.

II. Methodology and Assumptions

6. This analysis follows the standard methodology for cost-benefit analysis recommended by IFAD and the World Bank, as described in Gittinger (1982), Belli et al. (2001) and aligns with the latest guidelines for economic and financial analysis. The present analysis builds on the data provided by the Institute for Agricultural Development (IDA), those collected during the PRODESA design mission and those from similar projects in Angola, complemented with desk research.¹ The financial analysis was conducted by comparing the with-project (WP) situation, modelled from the perspective of the target beneficiaries, with the without-project (WOP) situation. The investments to be modelled were chosen given the agricultural characteristics of the targeted areas and the different profile of actors who will be supported by the programme. Altogether 16 models have been prepared for indicative crops, with computed costs and benefits experienced by the beneficiaries, using market prices (full description below). The analysis assumes a gradual uptake of improvements depending on the type of activity. Family labour is valued (imputed) at the same price as hired labour. The opportunity cost of capital used is in line with the guidelines of international organizations and the practice of recent projects, i.e. 11.63%.² Moreover, the financial models for the present analysis are mostly developed over a 10-year period, in accordance with the nature of the investment.

7. The economic analysis uses the incremental benefits estimated using economic prices, aggregating the targeted results of the project from the society's viewpoint.³ In line with the logical framework, it assumes a 50% adoption rate for the environmentally sustainable and climate- resilient technologies and practices promoted by PRODESA.⁴ However, as per the logframe, it assumes that 70% of rural producer organisations supported under sub-component 2.1 will increase their sales thanks to the programme.⁵ Conversion factors have been calculated for different product categories and have been used to convert financial prices into economic ones. As some

¹ Among the projects consulted, there is the 2023 Implementation Completion and Results Report for the Smallholder Agriculture Development and Commercialization Project (MOSAP II) in Angola by the World Bank, as well as the supervision reports and mid-term review of the IFAD Smallholder Agriculture Development and Commercialization Project in Cuanza Sul and Huila Provinces (SAMAP).

² This is the average interest rate on Kwanza saving accounts (% per annum) offered by the 4th major Angolan banks. Sources : <https://www.bancoeconomico.ao/>; <https://www.bancobai.ao/pt/empresas>; <https://www.bfa.ao/>; <https://www.bancobic.ao/inicio/empresas/>. See the excel file for more details.

³ As prescribed by IFAD guidelines on EFA, the aggregation is based on the results obtained in the economic farm budgets and the number of beneficiaries for each farm model.

⁴ See indicator CI 3.2.2: Households reporting adoption of environmentally sustainable and climate- resilient technologies and practices

⁵ See indicator CI 2.2.5: Rural producers' organizations reporting an increase in sales.

of the project costs are integrated in the individual models, the total project economic costs have been adjusted to avoid double-counting and are subsequently subtracted from the additional benefits to determine the overall economic viability of the project. For the years after the closure of PRODESA, an additional annual cost equal to the average annual coordination expenses of the programme has been added to account for project monitoring activity. The discount rate used for the economic and financial analysis is 6%, which is in line with the World Bank guidelines and the practice of recent projects.⁶ Given the nature of the investments included in the project, the duration of the economic analysis has been considered for 20 years.

III. Financial analysis of the investments in resilient farming systems and improved access to markets

8. PRODESA aims to enhance the resilience and productivity of poor small-scale farmers so to improve their food and nutritional security as well as creating a more stable surplus for sale through improved market channels.

At the heart of the programme strategy is the Farmer Field School (FFS) approach (sub-component 1.2). Drawing on the experiences of other IFAD projects in Angola, the proven success of this methodology stems from its distinctive features such as inclusiveness and relevance to the local context, which PRODESA will ensure by using a highly participatory design process at community level (sub-component 1.1). Moreover, the FFSs will not only promote climate-resilient, nutrition-sensitive, regenerative farming practices but it will also serve as a key platform for showcasing low-cost, production-enhancing innovations such as shade net houses. Furthermore, the FFSs will build local capacity to establish and manage cooperatives and other forms of association, enabling beneficiaries to transition from primarily individual subsistence farming to collective, sustainable, and commercialized livelihoods. The programme plans to support 1,550 FFSs for a total of 46,500 households in 31 municipalities across the 4 target areas, that is Cuando Cubango South, Cuando Cubango North and Moxico, Bié and, Lunda Norte and Lunda Sul.⁷

9. PRODESA will further support this growth path by: (i) providing funding for co-investments with FFSs that have graduated to cooperatives and associations across the five provinces (sub-component 1.2); (ii) establishing a two-tier co-financing mechanism alongside with business development services for cooperatives and MSEs in target areas where a stronger production and agribusiness base is already in place, that is in Bié, Moxico and Northern Cuando Cubango (sub-component 2.1).

10. Co-investments under sub-component 1.2 will primarily focus on productive infrastructure and equipment, including community water reservoirs, small irrigation systems, earthen irrigation canals, community-managed seed banks, structures and equipment for soil conservation. These co-investments will serve a dual purpose: demonstrating and providing access on favourable terms to pivotal infrastructure to graduated FFSs that would not otherwise have access while capable to sustainably manage and profit from them. In line with the tailored programme approach, the number of co-investments will vary depending on the type and the target area. In

⁶ World Bank (2016): Discounting of Costs and Benefits in Economic Analysis of World Bank Projects, The World Bank, Washington DC. Given the recent national economic developments, the present analysis considers that the interest rate on Eurobonds (which are not issued regularly) does not accurately reflect the Angolan social discount rate. Hence, it uses a social discount rate of 6% based on the Ramsey rule as recommended by the World Bank.

⁷ One farmer field school has 30 members. 50 FFS will be organized in each municipality. This represents about 70-75% of the total PRODESA budget.

terms of the financing scheme, PRODESA will cover 90% to 95% of the costs of most co-investments, with beneficiaries providing the remaining amount in cash. However, for earthen irrigation canals and seed banks, PRODESA will finance only 50% of the costs, as beneficiaries can largely contribute in kind.

11. The two-tier financing mechanism (TTCFM) under sub-component 2.1 supports cooperatives and agri-MSEs whose maturity in terms of improved agricultural output and community organisation enables them to pursue business formalisation and access credit.⁸ Tier 1 targets micro businesses with a total value not exceeding USD 7,500. These businesses can apply for financing assistance ranging from USD 500 to USD 1,500 to purchase key production assets. PRODESA will provide a grant covering 75% of the financing request, while the beneficiary will contribute the remaining 25%. Tier 2 is aimed at larger investments with business plans valued up to USD 25,000. Beneficiaries can request assistance for purchasing more sophisticated equipment or infrastructure for a cost-sharing grant ranging from USD 1,501 to USD 5,000, with PRODESA contributing 60% and the beneficiary 40%. Moreover, where applicable, PRODESA will assist Tier-2 beneficiaries in accessing commercial finance from other financial institutions for the remaining amount of their business plan.⁹

12. As mentioned above, the FFS methodology will have a twofold impact: one on the individual production of the FFS members, that is 46,500 households, and another one on their collective production, that is, 1,550 associations.¹⁰ To accurately estimate this double impact, this analysis develops two models to represent the production behaviour of the target beneficiaries: an individual household farm model and a collective one.¹¹ The latter will also consider the impact of the co-investments under sub-component 1.2 or Tier-1 investments. The models are further differentiated by target area and by gender to account for the key socio-economic, cultural and production differences among the target areas and groups.¹²

13. *Bié*. This is the province with the most advanced knowledge and experience with FFSs among the target areas, thanks to international investment projects such as MOSAP, funded by the World Bank. Mixed farming is also widespread, with maize being the most important crop, cultivated in the uplands alongside cassava, butter beans, and Irish potatoes. In the lowlands, farmers also grow tomatoes, onions, cabbage, and kale. While there is no clear gender-based distinction in the types of crops grown, male farmers generally cultivate more land than women and youth—an average of 2 hectares compared to 1.5 hectares. More experienced farmers also engage in horticulture in the uplands. Under PRODESA, 350 FFSs in 7 municipalities (a total of

⁸ Components 1 and 2 are closely interconnected as the targeted interventions under the second component are built on those implemented under the first one.

⁹ TTCFM beneficiaries will make their contributions in cash.

¹⁰ In addition to the aforementioned interventions, PRODESA will support the shift to climate-resilient, nutrition-sensitive regenerative farming practices by providing inputs for one season to enable farmers to apply the learnings from the FFSs not only at collective level but also in their individual fields. The input distribution will be managed at collective level through the caixa comunitária of each FFS.

¹¹ This dual production behaviour was also observed during the design mission.

¹² Due to the lack of available data on agroecology production, the analysis assumes yields and fertilizer use based on conventional agriculture practices. Biopesticides are considered, but they are valued at market price as data on those produced by the farmers themselves are unavailable. An exception is maize whose yield reflects that achieved using only compost and other agroecological practices. This information was provided by IDA/EDA extensionists in Bié, the only province where such data were available. It has been confirmed that, using agroecological practices, farmers can achieve maize yields that are at least three times higher than traditional yields and between 1.5 to 2 times higher than conventional yields over a three-year period. Given this, yields used in this analysis should be considered as minimum achievable outcomes.

17,500 households) will be supported in Bié. This will involve both the establishment of new FFSs and the strengthening of existing ones. This analysis assumes that, given the relatively stronger productive base and community organization, 210 of these 350 FFSs will benefit from Tier-1 and Tier-2 investments, while the remaining 140 will receive co-investments under sub-component 1.2 (irrigation for horticulture, structures and equipment for soil conservation, and community-managed seed banks).¹³ Additionally, it is estimated that 46 already existing cooperatives or MSEs that are not part of the FFS system under sub-component 1.2 will also benefit from the two-tier financing mechanism, bringing the total number of financed entities to 256.¹⁴

14. To estimate the financial returns from these interventions, in addition to the two individual farm models for male and female farmers, the analysis develops three collective models. The first model represents the production of an FFS graduated into an association/cooperative, benefitting from the co-investments under sub-component 1.2. In the WP-situation, the newly graduated FFS cultivates an initial plot size of 3 hectares expanding to 5 the following year.¹⁵ The second one represents a WP situation where a new cooperative, using the FFS methodology and animal traction financed through Tier 1 of the TTCFM, engages in mixed farming on a 7.5-hectare plot.¹⁶ Since the cooperative is a new activity in both models, it is assumed that there is no collective production in the absence of the program, with benefits equivalent to the labour remuneration that would otherwise be engaged in other agricultural activities. The third model estimates the returns for an existing cooperative cultivating 4 hectares in the uplands (maize, beans, cassava and potato, but also horticulture) and 2 hectares in the lowlands (horticulture). The level of maturity and the programme support allow the cooperative not only to improve the yields obtained in the WOP situation but also to engage in horticultural production under a 0.25-hectare shade net house in the uplands, financed through Tier 2 of the TTCFM.¹⁷ Based on similar projects in the same region, the use of the shade house will allow the cooperative to obtain 3 cycles of horticultural production over time.¹⁸ Table A4.1 below summarizes the parameters used in the models.

¹³ The number of cooperatives benefitting from the two-tier financing mechanism is estimated based on two assumptions: (i) 75% of the 350 newly established FFSs (i.e., 263 FFSs) will formulate a valid business plan, and (ii) 80% of these business plans (i.e., 210 FFSs) will be financed. Furthermore, about 60% of these 210 FFSs will benefit from Tier-1 investments and the remaining 40% from Tier-2 investments.

¹⁴ The same assumptions (75%, 80%, 60%-40%) apply to the cooperatives and/or MSEs that will not benefit by the interventions under sub-component 1.2 but will benefit from the two-tier financing mechanism.

¹⁵ During the design mission, it was observed that the land actually cultivated by cooperatives/associations in the target provinces with a significant experience range from 3 to 10 hectares.

¹⁶ Animal traction was the most frequent need expressed by potential beneficiaries consulted during the design mission. Its cost is around USD 1,500 (two bulls and implements) which matches the maximum ticket size for Tier-1 financed business plans considered in the Costab.

¹⁷ The WOP yields used for this model are slightly higher than those used for the individual models (in the table) to reflect the stronger business base of cooperatives financed through Tier 2. They are between 12.5% and 50% higher depending on the crop. More details can be found in the EFA excel file.

¹⁸ Due to the lack of available data, there is no information on the yields achievable using a shade house. Therefore, this analysis only considers the increase in the number of production cycles per year, while the yields used are based on open-field production, representing the minimum achievable output.

Table A4.1 Summary of parameters used in the models for Bié

Crop type	Crop pattern (hectare)					Yields (kg/hectare)	WP
	Individual female plot	Individual male plot	Graduated FFS (co-investments SC 1.2)	Graduated FFS (Tier-1)	Graduated FFS (Tier-2)*	WOP ¹⁹	
Maize	0.6	0.6	1.2	2	1.2	800	2,400
Cassava	0.1	0.4	0.8	1.3	0.8	12,000	16,000
Butter beans	0.3	0.5	0.5	1.6	0.5	500	750
Irish potato	0.2	0.2	0.5	0.6	0.5	5,000	11,000
Tomato	0.1	0.1	0.56	0.56	0.85	12,000	16,000
Onion	0.05	0.05	0.32	0.32	0.46	10,000	21,000
Cabbage	0.1	0.1	0.56	0.56	0.85	18,000	23,467
Kale	0.1	0.1	0.56	0.56	0.85	4,000	6,000
Total crop area	1.55	2.05	5	7.5	6		

*A shade net house is used to grow 0.25 hectares of horticulture

15. *Cuando Cubango North and Moxico*. In terms of agribusiness maturity and productive base, this area comes second after Bié among all those targeted by the project. Both female and male farmers practice mixed farming with cassava being the main crop, followed by maize. Horticulture is limited. On average, male farmers cultivate more land (1.5 hectares) than female farmers (0.5 hectares), while youth tend to cultivate an intermediate land size. PRODESA will support 500 FFSs in 10 municipalities (a total of 15,000 households) in this area. As before, this will involve both the establishment of new FFSs and the strengthening of existing ones. This analysis assumes that 300 of these 500 FFSs will benefit from Tier-1 and Tier-2 investments, while most of the remaining 200 will receive co-investments in soil conservation structures, community-managed seed banks, and earthen irrigation for horticulture. Additionally, it is estimated that 71 already existing cooperatives or MSEs that are not part of the FFS system of sub-component 1.2 will also benefit from the two-tier financing mechanism, bringing the total number of financed entities to 371..

16. The present analysis develops two models representing the individual production of both female and male producers. Similar to the case of Bié, three models are developed to assess community investments. However, unlike individual production, cooperatives/associations practice horticulture in addition to cereals and tubers. The first collective model describes the benefits obtained through the FFS approach and the co-investments under sub-component 1.2 by a newly graduated FFS with an initial plot size of 3 hectares subsequently expanding to 5. The second one represents a WP situation where a new cooperative, using the FFS methodology and animal traction financed through Tier 1 of the TTCFM, engages in mixed farming on a 6-hectare plot. As before, it is assumed that there is no collective production in the absence of the program, with benefits equivalent to the labour remuneration that would otherwise be engaged in other agricultural activities. To evaluate the more mature business ideas financed through Tier 2, the present analysis models the production of a cooperative which, in the WOP situation, cultivates 4 hectares with cereals

¹⁹ The WOP yields apply to all models but those related to graduated FFSs supported by Tier-2 financing. Please see footnote 12.

and tubers and 1 hectare with horticulture.²⁰ The programme interventions will materialize a WP situation where the cooperative engages in horticulture under a 0.25-hectare shade net in addition to tubers and cereals in the uplands and expands its open-field horticulture to 2 hectares in the lowlands. Table A4.2 below summarizes the parameters used in the models.

Table A4.2 Summary of parameters used in the models for Cuando Cubango North and Moxico

Crop type	Crop pattern (hectare)					Yields (kg/hectare)	
	Individual female plot	Individual male plot	Graduated FFS (co-investments SC 1.2)	Graduated FFS (Tier-1)	Graduated FFS (Tier-2)*	WOP ²¹	WP
Maize	0.09	0.25	0.5	0.67	0.67	800	2,400
Beans	0.08	0.25	0.5	0.66	0.66	400	750
Cassava	0.25	0.75	1.5	2	2	14,000	20,000
Groundnuts	0.08	0.25	0.5	0.67	0.67	650	1,200
Kale			0.5	0.5	0.56	5,000	7,000
Cabbage			0.5	0.5	0.56	14,000	22,000
Tomato			0.5	0.5	0.56	10,000	16,000
Onion			0.5	0.5	0.56	12,000	21,000
Total crop area	0.5	1.5	5	6	6.25		

*A shade net house is used to grow 0.25 hectares of horticulture

17. *Cuando Cubango South*. This target area has limited experience with FFSs and farming in general, as it has traditionally been a pastoralist zone due to its agro-ecological characteristics. Among all program areas, farmers in Southern Cuando Cubango, while consistently practicing mixed farming, exhibit a clearer gender-based distinction in the types of crops cultivated. A male farmer typically cultivates around 2 hectares of land, primarily growing drought-resistant crops such as millet and sorghum, and cassava. Horticulture (tomatoes, cabbage, and kale) is practiced exclusively by female farmers, who cultivate about one hectare along riverbanks. Additionally, women also farm 1.5 hectares in the uplands, growing the same cereals and tubers.²²

18. PRODESA will support a total of 200 FFSs in 4 municipalities (a total of 10,000 households) in Southern Cuando Cubango. Two individual farm models, reflecting the aforementioned differences, have been developed to estimate the financial returns

²⁰ The WOP yields used for this model are slightly higher than those used for the individual models (in the table) to reflect the stronger business base of cooperatives financed through Tier 2. They are between 12.5% and 50% higher depending on the crop. More details can be found in the EFA excel file.

²¹ The WOP yields apply to all models but those related to graduated FFSs supported by Tier-2 financing. Please see footnote 15.

²² Cuando Cubango is the only target area where female farmers cultivate more land than men. This can be partly explained by the fact that only women engage in horticulture, but more significantly by the high number of female-headed households, a legacy of the civil war.

from adopting improved climate-resilient, regenerative practices.²³ Due to the very limited experience in community governance, the model developed to estimate the collective financial returns assumes, in the WP-situation, an initial plot size of 3 hectares subsequently expanding to 5. Additionally, the model assumes that 60% of the land will be cultivated with millet, sorghum and cassava, while the remaining 40% will be used for growing tomatoes, cabbage and kale.²⁴ Graduated FFSs will benefit from co-investments in structures and equipment for soil conservation, a community-managed seed bank, and earthen irrigation canals for horticulture. Being the cooperative/association a new activity, the model assumes no collective production in absence of the programme (with benefits equal to the remuneration of labour assumed to be engaged in other agricultural activities). Table A4.3 below summarizes the parameters used in the models.

Table A4.3 Summary of parameters used in the models for Cuando Cubango South

Crop type	Crop pattern (hectare)			Yields (kg/hectare)	
	Individual female plot	Individual male plot	Graduated FFS (co-investments SC 1.2)	WOP	WP
Millet	1	1	1.5	400	1,000
Sorghum	0.5	0.2	0.3	500	1,500
Cassava		0.8	1.2	2,000	10,000
Tomato	0.2		0.4	5,000	16,000
Cabbage	0.15		0.3	12,000	22,000
Kale	0.65		1.3	2,000	7,000
Total crop area	2.5	2	5		

19. *Lunda Norte and Lunda Sul*. This target area has also limited experience with farming although there is a growing interest in agriculture. There is no significant difference in the types of crops grown by women and men, with cassava being the main crop, followed by maize, beans, groundnuts, and sweet potatoes. Horticulture is limited. Male farmers and youth cultivate three times more land than female farmers, with an average of 1.5 hectares compared to 0.5 hectares for women.

20. PRODESA will support 500 FFSs in 10 municipalities (a total of 25,000 households) across the two provinces. To estimate the financial returns from the programme interventions, this analysis models the individual production of a female farmer and that of a male farmer. As for the community production, the analysis evaluates the financial returns of an FFS that, in the WP situation, successfully transitions into a cooperative/association initially cultivating a 3-hectare plot, which later expands to 5 hectares. The models also assumes that 60% of the land will grow the same crops as the individual plots and it will introduce the practice of horticulture

²³ Based on the information collected during the design mission, the crop production of youth is more similar to that of the individual female farmer in the target area. Consequently, this analysis uses the female farm model to represent youth when aggregating results at the economic level.

²⁴ It is likely that vegetables will be grown also on the individual plots by male farmers as the cereal-vegetable intercropping is an agroecological technique used to improve crop status, soil fertility and pest control. However, given the lack of data on such practices, this analysis conservatively assumes the same crop pattern in both WOP- and WP- situations in all target areas.

(tomatoes, onion, kale and cabbage) on the remaining 40%. Graduated FFSs will benefit from the abovementioned co-investments under sub-component 1.2. Again, the model also assumes that there is no collective production in the WOP situation with benefits equal to the remuneration of labour assumed to be engaged in other agricultural activities. Table A4.4 below summarizes the parameters used in the models.

Table A4.4 Summary of parameters used in the models for Lunda Norte e Lunda Sul

Crop type	Crop pattern (hectare)			Yields (kg/hectare)	
	Individual female plot	Individual male plot	Graduated FFS (co-investments SC 1.2)	WOP	WP
Maize	0.07	0.25	0.375	500	1,500
Butter beans	0.015	0.25	0.375	350	600
Cassava	0.38	1	1.5	7,000	14,000
Groundnuts	0.035	0.25	0.375	600	1,200
Sweet potato		0.25	0.375	4,000	6,000
Kale			0.5	5,000	7,000
Cabbage			0.5	14,000	22,000
Tomato			0.5	10,000	16,000
Onion			0.5	12,000	21,000
Total crop area	0.5	2	5		

21. The calculation of financial returns of the models/ enterprises were undertaken using the assumptions described above and the results are summarised in the two following tables.

Table A4.5 Summary of financial returns at individual farm level (USD/farm)

Farm Model	Cuando Cubango South			Cuando Cubango North and Moxico			Bié			Lunda Norte and Lunda Sul		
	Annual WOP net income	Annual net additional income*	Net present value**	Annual WOP net income	Annual net additional income*	Net present value**	Annual WOP net income	Annual net additional income*	Net present value**	Annual WOP net income	Annual net additional income*	Net present value**
Female farmer	809	328	736	321	103	325	1,170	705	2,792	342	337	1,369
Male farmer	134	604	2,403	989	310	975	1,523	690	2,527	1,103	976	1,369

*At full realization of benefits. Net income includes additional returns from family labour. **Over a 10-year period, at a financial discount rate of 11.63%

Table A4.6 Summary of financial returns at collective level: FFS graduated into cooperatives/associations (USD/cooperative/year)

Farm Model	Cuando Cubango South			Cuando Cubango North and Moxico			Bié			Lunda Norte and Lunda Sul		
	Annual WOP net income	Annual net additional income*	Net present value**	Annual WOP net income	Annual net additional income*	Net present value**	Annual WOP net income	Annual net additional income*	Net present value**	Annual WOP net income	Annual net additional income*	Net present value**
Co-investments under SC 1.2	336	3,478	15,882	1,978	8,168	38,815	2,853	7,277	33,796	2,759	6,442	29,940
Tier-1 co-financing: Animal Traction	Second Phase			3,955	7,118	32,635	4,279	6,820	32,547	Second Phase		
Tier-2 co-financing: Shade net house (0.25 ha)				4,918	8,562	38,201	9,956	5,715	21,091			

*At full realization of benefits. Net income includes additional returns from family labour. **Over a 10-year period, at a financial discount rate of 11.63%

22. As can be discerned from the tables presented above, all financial models demonstrate the profitability of the investments. Tables A4.5 and A4.6 above show that all investments supported by PRODESA generate positive additional benefits, ranging from USD 103 for a female farmer cultivating 0.5 hectares in Cuando Cubango North and Moxico to USD 8,562 for cooperative cultivating 6.25 hectares in the same target area (including a 0.25-hectare shade house financed through Tier 2 of the TTCFM). When considering the NPV at a discount rate of 11.63% over a 10-year period, the results are highly favorable. The individual models show NPVs ranging from USD 325 for a female farmer cultivating 0.5 hectares in Moxico to USD 2,792 for a female farmer cultivating 1.55 hectares in Bié. The collective models are also financially viable, with NPVs ranging from USD 15,882 for a cooperative/association in South Cuando Cubango to USD 38,815 for a cooperative/association in Moxico. Both cooperatives are cultivating 5 hectares under mixed farming and benefiting from co-investments under sub-component 1.2. Differences in the results between male and female farmers and across provinces are due not only to the different crop patterns and plot sizes, but also to the price variability of the same product across provinces.²⁵In summary, all representative investment models are financially sound.

IV. Overall economic results

23. Overall, the economic results of PRODESA are positive, generating a net present value (NPV, at 6% social discount rate) of the incremental benefits of USD 122.8 million and an economic internal rate of return (EIRR) of 29% over a 20-year period and for a total budget of USD 73 million.²⁶ The benefit-cost ratio is 3.2. These economic results can be considered very satisfactory in the light of the fact that (i) a number of associated project benefits could not be quantified due to the difficulty of assigning them a monetary value (Para 5 above), and (ii) the assumptions taken were conservative.

24. The economic results have been tested against several risk scenarios, including reduced delays in implementation, cost overruns, etc., as presented in Table A4.7 below.²⁷The sensitivity analysis also tests the results using the lower (2%) and upper (10%) bounds of the range where the social discount rate should fall if percentiles, rather than the average, were used.²⁸ The sensitivity analysis indicates that results are robust for small to moderate delays, cost overruns, and reduction in benefits. Yet, larger changes in these parameters, particularly in terms of delays in accruing benefits and reduction in the values of the benefits can affect the programme's economic

²⁵ For instance, Cuando Cubango South is the only target area where female farmers, on average, cultivate more land than male farmers. In addition to that, only female farmers grow horticulture which are more profitable than cereals and tubers. On the other hand, female farmers in Moxico and Cuando Cubango North cultivate about 1 third of the land cultivated by their male counterpart, a disparity that is also reflected in the results. For more details on price differences across provinces, please refer to the EFA excel file.

²⁶ The cost per beneficiary is approximately USD 758 per household if the total number of beneficiaries (96,350 households) is considered. As many costs cannot be easily separated, the cost per beneficiary by component level is not available at this stage.

²⁷ These parameters chosen for the scenarios tested reflect the risks identified in the integrated risk framework.

²⁸ World Bank (2016): Discounting of Costs and Benefits in Economic Analysis of World Bank Projects, The World Bank, Washington DC.

justification. These values need to move to extremes, however, for PRODESA to become economically unviable.

Table A4.7 Sensitivity analysis

Scenarios		EIRR	NPV (6%, USD)	B/C Ratio
Base scenario		29%	122,811,847.7	3.22
Costs	+10%	26.7%	117,284,003.6	2.93
Costs	+20%	24.6%	111,756,159.4	2.68
Costs	+30%	22.9%	106,228,315.3	2.48
Benefits	-10%	26.4%	105,002,818.8	2.90
Benefits	-20%	23.7%	87,193,789.9	2.58
Benefits	-30%	18.8%	63,856,916.8	2.26
Benefits delayed	1 year	23.8%	109,233,528.9	2.98
Benefits delayed	2 years	20.2%	93,030,805.9	2.68
Benefits delayed	3 years	17.3%	77,709,468.0	2.41
Benefits delayed	4 years	15%	63,151,023.9	2.14
Adoption rate	-10%	26.4%	105,002,818.8	2.90
Adoption rate	-20%	23.7%	87,193,789.9	2.84
Social discount rate	2%	29%	212,324,035.8	4.16
Social discount rate	10%	29%	71,582,745.3	2.53

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex 5: SECAP Review Note

Mission Dates: 12/08/2024 30/08/2024

Document Date: 16/04/2025

Project No. 2000003951

Report No. 7128-AO

East and Southern Africa Division
Programme Management Department

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

1. Introduction

1. The Social Environment Climate Assessment Procedures (SECAP) study supports the development and decision-making process for PRODESA. The study guides climate change (CC) adaptation and mitigation, aligning with the Government's existing sustainable national development policies, environmental action plans, and climate change strategies. Most importantly, the SECAP also guides the establishment of outcome-driven national development strategies and systems that address sustainable environmental and natural resources management (ENRM), promote more significant social equity in rural communities, and encourage appropriate measures for adaptation.
2. The main objectives of the background study are:
 1. To conduct a strategic evaluation of the current and future environmental and social impact on Angola's performance of the poverty reduction and community resilience activities
 2. To propose climate change adaptation and mitigation measures and strategic opportunities for PRODESA and national/rural sector development plans and the country's contribution to achieving the Sustainable Development Goals (SDGs) and nationally determined contributions (NDCs).
3. This SECAP is based on documents and statistical data reviews from various secondary sources, including the Government of Angola's country reports, legal, institutional, policy, and programme documents. Furthermore, the study includes a review of IFAD strategy papers and action plans and reports from other multilateral agencies and development partners, together with findings from consultations of key stakeholders in-country and virtually.

2. Situational analysis and potential project impacts

4. 2.1 Socio-economic and nutritional assessment
5. The main social risks and impacts of the project, with moderate score, based on the screening include: the risk of that the project could: (i) be located in cultural and religious areas containing features of cultural heritage; (ii) directly and indirectly affect indigenous peoples rights to land, natural resources, territories, livelihoods, knowledge, social fabric, traditions, governance systems and cultural heritage; (iii) diseases such as malaria and waterborne diseases could potentially affect the capacity to address weather related hazards; and (iv) social inequalities (for women, youth indigenous peoples, people with disabilities -PWD) are being exacerbated by climate change.
6. **Demographics**^[1]: Angola has an estimated total population of 35.59 million in 2022, of which only 32% live in rural areas (World Bank, 2023). The average population density is 28.55 inhabitants per km². The country is experiencing rapid population growth. The natural rate of population increase is 3.1%. Two-thirds of the population is under the age of 25^[2]. The fertility rate (5.1 in 2023^[3]) is among the highest in the world^[4]. Women have an average of six children nationwide and eight in rural areas^[5]. Angola has one of the highest infant mortality rates in the World. The infant mortality rate: 48 deaths per thousand live births in 2022. Life expectancy is average (61.93 years in 2022). In addition, the adolescent fertility rate is the third highest in the world, and about 30 per cent of Angolan adolescent girls become mothers^[6]. This limits women's and girls' access to education, employment, and participation in public life, and increases the risk of poverty, food insecurity and malnutrition.
7. The project will be implemented in the five provinces of Angola, namely: Cuando-Cubango and Moxico, Lunda Norte and Lunda Sul, and Bie. The population of Cuando Cubango is estimated at 677,630 for 2022, with 43 percent rural population and 57 percent urban areas population; the total land area is 204, 000 square kilometres with an estimated population density of 3,321 per square kilometre. Youth (15-35 years of age) and women represent 30 per cent and 50.9 per cent of the population respectively. The population for Moxico is estimated at 964,426 (2022), with 45 per cent living in the rural area and 55 per cent living in the urban area. The total land area is 201,000 square kilometres with a population density of 4.798 per square kilometre. Youth (aged 15 to 35 years) and women represent 30 per cent and 51 per cent respectively.

2.1 Socio-economic assessment

a. Overall poverty situation

8. The country faces significant challenges in terms of the development of basic social services and the persistence of social inequalities, including gender inequalities. Since 2008, more than half of the population has been living below the poverty line of \$3.65 a day in lower-middle-income countries[7]. The UNDP Human Development Report 2023 indicates that in 2021, 51 per cent of the population (17.63 million people) lived in multidimensional poverty, 32.5 per cent in extreme poverty and 15.5 per cent (an additional 5.4 million people) were vulnerable to multidimensional poverty. The Gini coefficient in Angola is 0.51 which is the highest in Africa[8]. This indicator testifies to the depth of inequality, although encouraging developments have been observed since 2021, as shown by the inequality-adjusted HDI (which fell by 30.5 per cent, bringing this HDI down to 0.407[9]), the gender inequality index (GII, which stands at 0.537) and the gender-related development index (GDI, which is established at 0.903). However, the persistence of poverty and inequality contributes to the country's poor ranking on the Human Development Index (148th out of 191 countries and territories). Rural populations, especially young people and women are most affected.
9. Vulnerability to poverty is generally higher in rural areas than in urban areas[10]. For Cuando Cubango, 74.8 per cent of the population are multidimensionally poor.[11] There are more poor people in the rural areas compared to the urban areas[12]. According to the World Bank (2020)[13], vulnerability to drought is high in the Southern provinces and drought leads to increase in severity of poverty, increased food insecurity and child malnutrition. Strong dry spells are constantly hampering the rainy seasons and the hydrological years in Angola, and especially the south provinces. Reportedly, the humanitarian situation is dire[14]: people are fleeing the most affected areas and food security issues are spreading. The droughts are hitting at the core of the growing seasons, affecting crops and rangelands. The vulnerability of rural households to poverty is mainly due to low human and physical capital, low asset endowments, low asset ownership, low levels of education, large household size and dependence on subsistence rain-fed agriculture.
10. **Socio-economic characteristics of poor households.** Agriculture production is based on subsistence family food crop and livestock production. Many agricultural households practice small-scale subsistence farming with very little access to modern agronomic technologies and irrigation[15]. It is estimated that 80% of farmers are smallholders[16]. In Southern Angola, the main crops grown are sorghum and millet and livestock rearing (cattle and sheep and goats) provides a source of income. Pigs and poultry are mainly owned by women. However, the country imports most of its food, hence the need to develop agriculture to meet the needs of the urban demand as well as rural areas.
11. Food insecurity and poverty are widespread throughout these areas. Overall, 15% of households live in extreme poverty. In rural areas, 94 per cent of households are in the poor category. In addition, there is a certain social hierarchy in the manifestations of poverty within households. In households with 3 or more children, the incidence of poverty increased by more than double that of households with only one dependent child (INE, 2020b, p31). Households with children aged 0-14 are among the households most affected by poverty (one-third of these households live on less than \$2.15 a day).[17] According to an analysis of multidimensional child poverty, 74.4 per cent of children aged 0-14 years' experience three to seven different deprivations[18].
12. The movement of pastoralists and agro pastoralists following the rain has traditionally made their livelihoods resilient, but the recurrent droughts are causing longer transhumance periods (cattle transhumance starts earlier and lasts longer than usual) affecting productivity of livestock. The southern provinces are thus exposed chronically to drought which, in addition to the national socio-economic issues, minimises the coping and recovery capacity of population and the local economy. The impact of droughts has been exacerbated by significant inflation which limits access to food, basic goods, and public services. Local authorities lack the capacity and resources to fully implement the drought response. Water projects (repairs and construction of boreholes) initiated by local governments have come to a standstill due to the lack of resources to pay contractors and a low capacity of implementation, especially in remote provinces.
13. In general, access to food in Angola is highly dependent on the level of poverty in the household. The prevalence of undernourishment is estimated at 47 per cent in the poorest households[19]. This is due to inadequate nutrition, food insecurity, weak food systems, poverty, and insufficient access to key social services. These characteristics provide clear indications of the profile of vulnerable households to be targeted in the context of PRODESA implementation.

b. Gender

14. There is widening gender inequality in Angola. Angola's overall Global Gender Gap score is 0.657, positioning it at 119 out of 153 countries[20], which is one of the highest in the world. The HDI (2019) is 0.581, positioning Angola at 148 out of 189 countries[21]. Women constitute 50.5 percent of Angola's population. They[22] account for more than half (7,014,481 women) of the country's 13.6 million economically active people[23]. Although there has been significant progress in guaranteeing women's rights, there are still many barriers to women's full and equal participation in decision-making at the community, household, and public life levels in the country.
15. Women face under representation in politics and in decision making bodies. Angola's literacy rate is 71.1 per cent (82 per cent male, 60.7 per cent female)[24]. Female participation in the labour market is 76.1 per cent compared to 78.9 per cent for men. Women in rural areas constitute 70 per cent of the small-scale subsistence farmers and almost contribute all the labour. In Angola, 27 per cent of women are less likely to be salaried workers compared to 40 per cent of men. As for employed women, 81 per cent are in vulnerable employment compared to 54 per cent of men. In 2022, the unemployment rate was 28.9% for women and 30.4% for men.[25] Informal employment accounted for 80.5 per cent of total employment (87.9 per cent for women, 72.3 per cent for men, 95.2 per cent for young women and 91.3 per cent for young men).[26]

16. Several constraints exacerbate gender inequality: access to productive resources (inputs, finance, and knowledge), lack of access to education, market access, drudgery, drought, and low income and employment opportunities. In addition, few women are landowners, even though they do 70 per cent of traditional subsistence agriculture and 24 percent of commercial agriculture^[27]. Gender gaps in access to resources (such as agricultural production factors and employment and education have long term impacts on family incomes and structural transformation. Men own the means of production (land, livestock, and finance) and women provide most of the labour (for crop cultivation, conservation, processing, marketing of food crops and family nutrition security).
17. Women-headed households constitute 51.8 percent of the households (consisting of 51.4 percent in urban areas and 52.2 percent in rural areas)^[28]. Poverty is more prevalent in rural areas and more so in female-headed households and mostly affects single mothers, widows, and the elderly. Many women are also defacto head of household because of being members of polygamous households, male labour migration or conscription. Existing social norms negatively affect women's participation in all productive activities and constrain their voice in decision making, and influence in household expenditures and at community level. Women are more likely to be poor and illiterate and have low access to medical care, property ownership, credit, training, and employment.
18. Cultural norms keep women in subordinate positions perpetuating inequality between men and women. In addition, gender-based violence against women and girls is high but few cases are reported to the police. Women in the drought stricken Southern Angola bear the brunt of climate change. Women and girls walk for long distances to fetch water. At the same time, women are marginalised in decision making positions in water point groups, even though the women are primary managers of household water. As a result of the drought, the male migrates to cities for work, and end up starting new families in the city leading to broken families. The migration of males' results in increased burden for women. Increasing economic activity among women has led to an increase in their workload. Children are left without supervision at an early age.
19. **Gender roles:** Commercial agriculture production and cattle rearing is the responsibility of men, while women oversee food crop cultivation. Men are involved in land preparation and mechanisation and irrigation crops. They own and trade large animals such as cattle, and are responsible for cutting, hauling, selling timber from forests and practising mining and carpentry. Women are responsible for the unpaid reproductive roles (raising children, preparing food, keeping poultry and goats, collecting fuel wood and water, provide labour for tillage planting, weeding, harvesting, fetching forest wood gathering and harvesting crops). They spent time processing food for home consumption and for sale. Women earn small income selling vegetables and forest products (firewood, charcoal, wild fruits). The income is spent on manufactured products, family food needs and children education. Officially women have equal land rights to men, but customary laws override, where men's land rights are through inheritance, women's rights are through marriage and restricted to land used for food crop only. Farms run by female headed households tend to have less labour available for farm work, due to limited resources that women must hire labour. Female farmers have limited access to loans compared to their male counterparts, since they do not have collateral. Women are more illiterate than men with an average expected year of schooling of 8.3 years for women and 14 years for men. Women are less likely to have access to information to make use of pest control systems as well as of mechanised equipment.
20. Overall, women face daily challenges in balancing their domestic and economic responsibilities. In rural areas, women tend to work 1.5 to three times longer hours than men. On average, they spend 8.2 hours more per week than men on unpaid domestic work. This translates into less time for income-generating activities, rest, recreation, and participation in community events. These issues will be addressed by the project in terms of targeting, social inclusion and Women's Economic Empowerment through an operational plan that will be developed with all stakeholders at the beginning of the project. For all field activities, 50% of target households will be female headed. The project will also strengthen women's and girls' leadership and participation in decision-making at community level and beyond and support the government in disseminating its legal and normative instruments to create an enabling environment for gender equality.
21. **Gender and Climatic Change impacts:** Men and women perceive climate change and food availability differently. Women perceive droughts in terms of water shortage for domestic use, men tend to perceive it in terms of lack of pasture for the livestock. This causes men to migrate in search of greener pastures. As men migrate, they set up new families and women move into agriculture as household heads and the inequalities in rights over resources raise concern to the sustainability of their families.
22. Similarly, climate change has contributed to the reorganisation of gender roles in agricultural practices. The responsibilities of young women on farms are increasing in all regions. In fact, tillage: land clearing, manual ploughing and crop maintenance are increasingly carried out by women, especially young women (and sometimes young children), who are members of households or paid workers on several farms. There is also a concentration of households in areas close to water^[29]. Trends are towards less shifting cultivation, with a slight reduction in the workload associated with land clearance, but an increase in the maintenance workload (for women and children) due to weed pressure (in certain areas). Other important findings are that drought and over-exploitation of the soil have led to women being forced to identify sites very far from their homes, increasing the burden and working time (1 - 3 hours walking to sites compared to less than 1 hour walking before) and enormous difficulties in transporting produce.
23. The constraints will be addressed by the empowerment of women and men through the Gender Action Learning System (GALS) to challenge the social norms that remain a barrier to the achievement of gender transformation. Other measures to be considered include, capacity building, literacy training, introduction of labour-saving technologies, involvement of women in management committees, income generation activities, and advocacy, provision of drip irrigation, wheelbarrows, childcare facilities among others. The project will develop activities to support land clarification and negotiation for the availability of land close to homes and not exploited for the benefit of women, in addition to activities on soil fertilisation. Similarly, awareness-raising activities on gender balance within households and producer groups (associations, cooperatives) will be developed to promote changes in the division of labour within the household.

c. Youth

24. These are defined as people aged 15 to 35 years^[30]. The Angolan population is a youthful country. About 19 percent of the population are aged 15-24 years and 66 percent of the population are less than 25 years old. In both Moxico and Cuando Cubango, 74 percent of the population are below 30 years. The youth face many challenges in areas of education, employment, access to productive resources (land and finance), lack of decision-making roles, lack of entrepreneurial skills and basic nutrition. Many youths migrate to urban areas, where some go to school and gain formal employment. Migration levels are highest for the age group 25 to 35 years. Youth unemployment is estimated to be 59.8 percent of the total unemployed. The 2021 total youth unemployment is 18.5 percent (18.2 per cent males and 9.1 per cent females)^[31]. In particular, the unemployment rate for young people aged 15 to 24 is 52.9%, which is higher^[32] than the national unemployment rate^[33]. Young people predominate in informal employment (95.2% for young women and 91.3% for young men)^[34].
25. The youth in rural areas are engaged in subsistence agriculture and are involved in family-based livelihood activities (handicraft, fishing, and small shops). These young people lack appropriate qualification and/or training, especially in market-oriented agriculture. They have challenges to access finance and low level of education.
26. The youth are less attracted to agriculture since they prefer enterprises with quick returns. Among the San communities, youth participation in agriculture varies, with some interested in the quicker results and gains from horticulture.

d. Indigenous peoples

27. There is limited information on the existence of marginalised groups in Angola. The GoA does not recognise the concept of indigenous people (IP) and there is no reference to IP in the Constitution. The marginalised groups in Angola include the San and Himba and other smaller groups (Kwisi, Kwepe, Kiwali and Zemba). The San and Himba are situated mainly in the southern province of Huila, and Cuando Cubango. The Kwila, the Kwele and Zemba who speak the Herero language. The total population of the marginalised is estimated to be 25,000^[35]. Many of the marginalised people still live as hunters-gatherers, staying in rudimentary shelters and moving in their ancestral territories, while others have settled in homesteads where they practise agriculture, surrounded by Bantu neighbours. The San are estimated at 0.1 per cent of the population of Angola^[36]. Most of the San reside in Cunene and Huila Provinces, with the largest San population is found in Cuando Cubango Provinces. The San live on state land without title or in the same areas, where they have leasehold established. There is low level of employment and the San occasionally work as casual labour on people's fields in exchange for food.
28. The IPs depend on subsistence agriculture consisting of small-scale crop and livestock production primarily for own use, and collection of wild plants for consumption and sale. In Cuando Cubango, the San are more reliant on natural resources, with limited alternative livelihoods. Cuando Cubango has unreliable water sources with the population relying on seasonal water sources, rainwater harvesting and rivers. The San have limited nutrition and lack access to services. The challenges faced include displacements from ancestral lands, drought, and land tenure, availability of seed, access roads and access to natural resources. San groups have been assisted by civil society organisations (CSOs) on civil registration, training in agriculture and promotion of cultural, socio and economic rights. There are small initiatives on adoption support for adaptation to agriculture and livestock. The San also have public recognition at national level. It is recognised that the marginalised groups face economic, social, political, and cultural marginalisation in societies, resulting in extreme poverty.

e. Marginalised groups

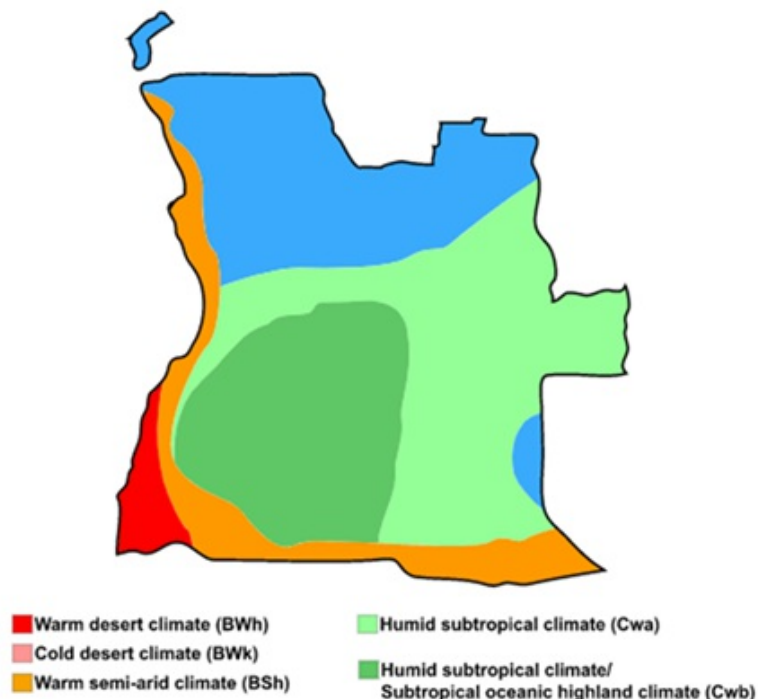
29. The marginalised people consist of People with Disabilities (PWD), ex-combatants displaced and landless people. There are 658,258 PWD in Angola^[37] (365,547 urban and 290,710 rural). The prevalence of disability was 2.5 per cent with 56 per cent male and 44 per cent women^[38]. Of these, 56 per cent reside in the rural areas. The most prevalent forms of disabilities include mental (10 per cent), sensory (28 per cent), and motor disability (62 per cent). Disability is caused by the effects of four decades of civil war, deficiencies in health, limited access to prevention programmes, effects of diseases, low educational levels of families, the hidden attitudes levels on disability, and high road accident rate. The long civil war has caused several physical and emotional stress resulting in human handicap. Since 2011 the government has set up a law on social inclusion of handicapped children and the regulation on open spaces and walked places for handicap persons. These handicapped persons are also organised into 18 federation and associations to represent their social categories and advocate for more support from the state and development partners.
30. **The main problems include** health, education, access to information, drinking water and decent housing, and economic and social conditions, water, and hygiene, (difficulty to access due to distance and physical barriers.). Other problems include low levels of social awareness, preventing PWD from recognising their abilities and skills which otherwise have their abilities and skills which otherwise have allowed them to carry out activities and marginalisation. PWD face extreme poverty due to lack of sufficient resources, loss of property after acquiring disability and lack of social protection. The response has been in terms of information access, education, professional skills training, empowerment and rehabilitation through training, employment opportunities, consumption, and social security. Participation as a measure to guarantee the development of PWD in all areas of their personal life^[39], social integration through agriculture production, animal husbandry, and professional training. The project will create employment for women, men, and the young people with disabilities. In May 2014, the GOA ratified the Convention on the Rights of Persons with Disabilities (CRPD) and developed a framework to provide various support to the disabled including the rapid establishment of the National Council for persons with Disabilities.
31. **Displaced people:** According to UNHCR, there are 3,135 displaced people in Moxico province out of a total of 56,456 people of concern in Angola^[40]. The refugee camps are full, and services are overstretched.
32. **Ex-combatants:** The civil war that lasted from 1975 to 2002, resulted in the demobilisation of close to 80,357 ex combatants in all the 18 provinces of Angola. In 1995, GoA created a Ministry in charge of Former Combatants and Motherland Veteran. To support the socio-economic integration of the ex-combatants, an Inter Ministerial Commission for Coordination of socio-economic Reintegration Actions of Ex combatants and Homeland Veterans Integrating various ministerial departments was put in place to support these sensitive and fragile categories in the areas of health, finance, agriculture and social affairs.
33. **Pastoralists:** The pastoralists in Cuando Cubango face challenges in the shifting, social, economic, and ecological environment. Women pastoralists have limited decision making opportunities. The climate and land-use changes interfering with their transhumance routes and the seasonal productivity of the rangelands are putting pressure on their livelihood. Resilience may be built by supporting them in adaptation, land-use planning involving both transhumance and settled communities to secure stock routs, establishing water points and building fodder buffers and diversification into complementary food production and income generation. There is also a need to increase access to healthcare, education and markets adapted to the transhumance way of life. The men are already looking for alternative employment and diversify the use of natural resources. After the men have migrated to find work in towns, the women are left to care for the livestock, and this increases their work burden. There are also cultural barriers that prevent women from owning livestock or going into unsafe forests to look after cattle. The women are also constrained due to lack of finance and skills, low literacy, poor nutrition, etc. Due to climate change, women spend time looking for fuel wood, have less access to education and health services, have increased domestic burden and the natural resources used for income generation is decreasing. Conflicts could arise due to scarcity of natural resources, and this is unsafe for women and girls.

f. Nutrition

34. Angola ranks 97 out of the 116 qualifying countries in the 2021 Global Hunger Index with a score of 26^[41]; this implies that the country "suffers from a level of hunger that is serious". Malnutrition remains a pervasive challenge, with UNICEF estimates of 3.9 million children with severe acute malnutrition admissions among 6 to 59 months old children in 2021. Although there has been a decrease in stunting rate with the three provinces supported by UNICEF, the stunting rates remain high: Cuando Cubango 43 per cent^[42]. Undernourishment affected 17 per cent, wasting 8.2 per cent^[43], and overweight affected 3.4 per cent (2015)^[44] of the children under 5 years in Angola. In addition, the prevalence of thinness (10.6 per cent for boys and 5 per cent for girls), overweight (16.9 per cent girls and 8.7 per cent boys) and obesity (3.8 per cent girls and 2.4 per cent boys) in children and adolescents (aged 5-19 years)^[45], show that the boys are thinner, less overweight, and less obese than girls. The infant and child feeding practices are poor with 37.4 per cent of infants aged 0 to 5 months being exclusively breast fed, and an estimated 14.5 per cent of adult women and 5.2 per cent of adult men are living with obesity^[46].
35. Micronutrient deficiencies are pervasive: more than 30 per cent of preschool children and half of pregnant women are anaemic, almost two-thirds of preschool aged children are Vitamin A deficient, 20 per cent of children are at the risk of developing iodine deficiency disorder and half the population is at risk of inadequate zinc consumption^[47]. More than 30 per cent of the population consume less than three meals a day^[48]. An estimated 7.3 million people in Angola were facing food and nutrition insecurity due to climate shocks. The Southern Angola Provinces, Cuando Cubango, have faced consecutive drought conditions. As per food Security Phase Classification analysis, 1.58 million people are facing acute levels of food insecurity in March 2022^[49].
36. Angola is facing several public health problems. Infant mortality is 44 out of 1000 live births. About 44 per cent of the population lack adequate safe drinking water^[50]. The lack of water and sanitation and poor hygiene practices are the main causes of infectious diseases contributing to malnutrition and infant mortality. The prevalence of HIV/AIDS is low at 2 per cent^[51], malaria, acute respiratory infections, diarrheal disease, tuberculosis, and trypanosomiasis account for seventy per cent of all deaths. Diabetic prevalence is 4.6 per cent of the population (aged 20-79 years)^[52], affecting 9.8 per cent of adult women and 10.9 per cent of adult men^[53]. Women's role in food utilisation is critical, as they are responsible for food; processing and preparation and therefore are crucial to the dietary diversity of their household and overall nutrition status of the family.
37. **The nutrition indicators include** Minimum Dietary Diversity for Women (MDDW) and Minimal Acceptable Diets (MAD) for young children (age 6 - 23 months). MDDW is an indicator of whether women 15-49 years of age have consumed at least 5 out of ten defined food groups the previous day. The MAD combines meal frequency and dietary diversity. Sub optimal MAD is influenced by limited access to and high cost of nutrition food, sub optimal child feeding and care practices.
38. **The underlying causes of under nutrition, food insecurity and poor dietary diversity include** rising poverty levels, limited diet diversity, poor sanitation and hygiene conditions, high unemployment, and gender inequality. The food security situation has been exacerbated by consecutive drought in the southern part of Angola, low crop yields and poor harvest, depleted resources, loss of livelihoods and livestock, rising food prices, lack of water and sanitation, and increasing pests/diseases infestations. Inadequate care and poor feeding practices causes malnutrition in children, while the high prevalence of waterborne disease is due to lack of access to safe water and sanitation. As livestock has been affected by lack of fodder and depletion of rangelands, the pastoralists have crossed into Namibia in search of grazing land and water. COVID-19 pandemic and agriculture resources remain underutilised as the country continues to face increasing frequency and intensity of shocks. The Ukraine crisis has increased fuel, food, and fertiliser prices. The coping strategies include skipping meals, borrowing, reducing quantities, and eating less preferred food.
39. To increase the average household income and effectively fight poverty and reduce inequalities in Angola, several measures have been reiterated in the new National Development Plan (NDP) 2023-2027. The plan focuses on improving the business environment and competitiveness by diversifying the economy through private sector development while addressing market failures. Through this new development framework, the GoA aims to create a framework for harmonious and sustainable development based on equity and social justice. The country, through the Ministry of Social Action, Family and Women's Empowerment, is allocating funds to ensure the availability of staple foods to vulnerable families^[54]. Through its targeting methodology and the orientation of its support, PRODESA will provide vulnerable households beneficiaries of this food support the opportunity to strengthen their resilience to the food and nutrition insecurity they face.

2.2 Environment and climate context, trends and implications

40. **Angola** is located on the western **Atlantic** Coast of **Southern Africa** between **Namibia** and the **Republic of the Congo**^[55]. It also is bordered by the **Democratic Republic of the Congo** and **Zambia** to the east. The country consists of a sparsely watered and somewhat sterile **coastal plain** extending inland for a distance varying from 50 to 160 km (31 to 99 mi). Slightly inland and parallel to the coast is a belt of hills and mountains and behind those a large plateau. The total land size is 1,246,700 km² (481,400 sq. mi). It has an **Exclusive Economic Zone** of 518,433 km² (200,168 sq. m)^[56].
41. **Angola natural regions:** Angola has four principal natural regions: the arid coastal lowland, stretching from Namibia to **Luanda** and characterized by low plains and terraces; green hills and mountains, rising inland from the coast into a great escarpment; a large area of high inland plains of dry **savannah**, called the high plateau (planalto), which extends eastward and south-east from the escarpment; and **rain forest** in the north and in **Cabinda**^[57]. The highest point in Angola is **Morro de Môco**, at 2,620 m. Elevations generally range from 910 to 1,830 m (3,000 to 6,000 ft)^[58].

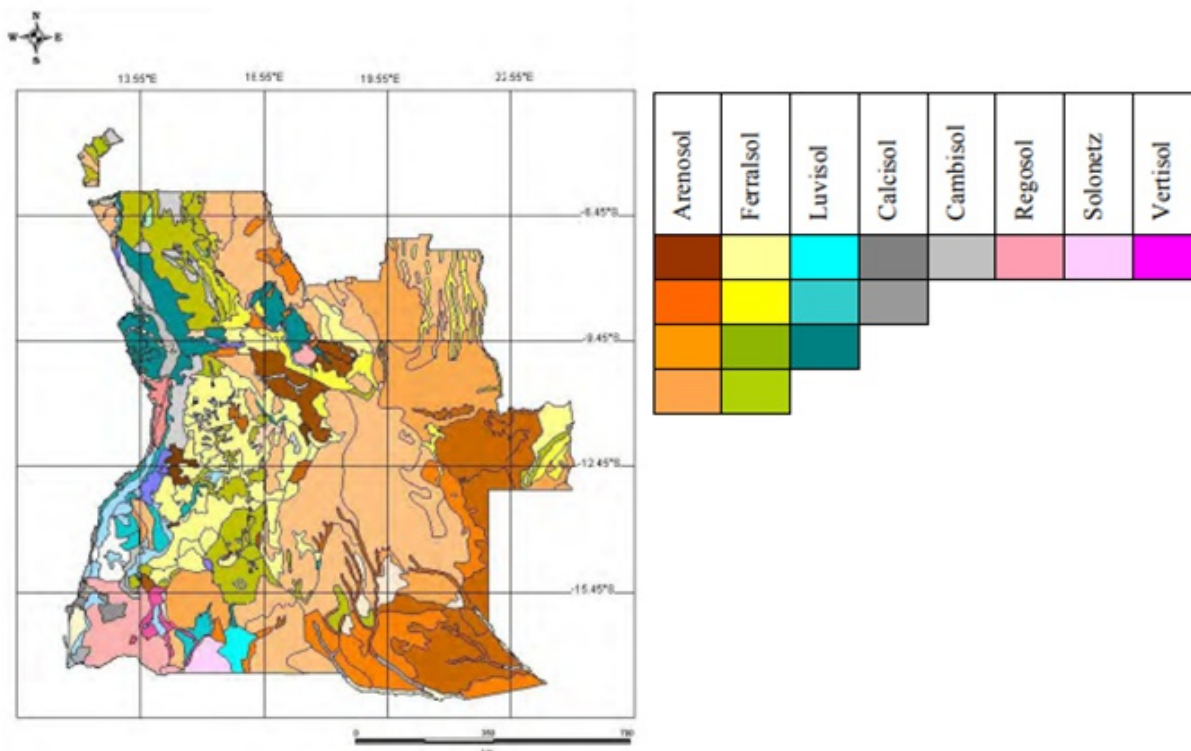


42. Figure 1. Angola natural regions

43. **Biodiversity:** Angola has exceptional forest and biodiversity resources. The major threats to biodiversity and tropical forests in Angola include both direct and indirect factors related to i) Poverty and population growth; ii) Habitat conversion and over exploitation of natural resources; and iii) Institutional and management challenges. Many natural resources are over-exploited, and the environment faces increased degradation from unsustainable agricultural practices, deforestation, grazing, pollution, and a variety of other anthropogenic factors.^[59] Desertification and climate change add to the stress, as do poverty and population growth.
44. Most of Angola's natural resources are not formally protected or suffer from ineffective protection, which can be attributed to a variety of policy, capacity, and governance barriers. Legal and regulatory provisions intended to protect forests and biodiversity are inadequate and seldom respected. Policies and regulations for tapping into economic opportunities such as tourism and biodiversity offsets for furthering conservation objectives are lacking. Knowledge of the high-value biodiversity of Angola and how this can be leveraged to promote both conservation and strengthen livelihoods is not being used in policymaking. Historically, weak enforcement of conservation regulations has resulted in uncontrolled use of forest and biodiversity resources, due to a lack of technical and operational capacity.
45. Protected areas lack management plans, are easily accessible for illegal activities and the market value of their resources is important. In general, other stakeholders (e.g., NGOs, private sector) are not being mobilized for managing resources, and conflicts over land tenure and access to resources persist. In addition, the human resources and knowledge bases are insufficient for effective protected area management and overall biodiversity conservation^[60].
46. **Forests resources:** Angola, forests cover close to 18.4 per cent of the nation's total area and form one of the country's most critical natural resources.^[61] The Cuando Cubango Province comprises forest cover types that are dominated by "miombo" woodlands and composed primarily of trees of the legume family (Fabaceae). These include dense *Brachystegia*-dominated woodland in the north, *Burke Brachystegia* woodland in the central portion of the province, and *Burkea*-dominated woodland in the south^[62]. There are also riparian forests, especially in the south, and riparian grasslands, primarily in the north and centre. Both the amount of annual precipitation and density of tree cover decrease as one travels from north to south. While large-scale coal production is not felt in the coastal and river towns (probably due to the lack of a market), it is so in Menongue, Cuito Canavale and Cushi, supplying coal to the Luanda market. Generally, there is no type of forest management plan for the municipalities on the waterfront. There is evidence of devastating and uncontrolled deforestation between the years 2016 - 2018 where 116 companies were licensed to do logging^[63]. The municipalities most affected were Cuangar, Menongue, Cuito Canavale and Cushi^[64]. The species found in the province (Girassonde, Mupanda, Mucussi, Mussindi and Movala) are highly sought after in the markets of Namibia and South Africa. The exploration has been mainly done by Asian companies. There is also noticeable distinct encroachment of forest species into previous clearings. Where active human settlements are located, recent tree cutting has occurred in patches of (usually) 1-5 hectares, either due to forest conversion to agriculture or to activities of carvoeiros (charcoal producers). The tree species are in principle able to regenerate, but due to frequent burning, the trees do not have time to fully grow. Such species take approx. 60 years to reach the desired size for exploration. Currently, only 20 companies are licensed for controlled logging.
47. **Wildfires:** In Angola, widespread fires contribute to the degradation of the soil, with a negative impact on the production of honey, reducing the possibility of beekeeping due to the absence of flowers combined with the smoke from the fires. Fires have several objectives and reasons: for hunters to facilitate hunting, for small farmers to prepare the fields, for drivers to improve visibility and passage, smoking accidents, among others.^[65] Firewalls (plugs) are rarely made, so fires often spread beyond what was intended.

Bush fires are frequent and have resulted in the loss of soil nutrients. Large areas have been converted from woodland and forest into shrub land due to frequent anthropogenic fires. Much of Cuando Cubango and parts of Moxico are mosaics of open woodland separated along sharp margins from dense woodland and forest^[66]. Grasses and shrubs were mostly absent in the recently burned areas, and bare soil was common.

48. **Soils:** Angola hosts significant soil variety (Figure 2). The two dominant soil groups are Arenosols and Ferrasols. Arenosols dominate the eastern two-thirds of the country, where the parent material consists of coarse-textured sediments. Ferrasols occupy large portions of the western highlands and adjacent areas. These two infertile soil groups cover more than 80 per cent of Angola's surface. Other important soil types include Luvisols, Calcisols, and Cambisols. The Luvisols are common in the northeastern hills and adjacent slopes where coffee cultivation used to be an important activity during colonial times. This area is now covered by dense forests that support a healthy population of small antelopes and avian fauna. Because of its relatively high agricultural potential, the opportunity cost of conservation in these fertile areas is higher than in areas dominated by Arenosols, where cultivation is a marginal activity at best.

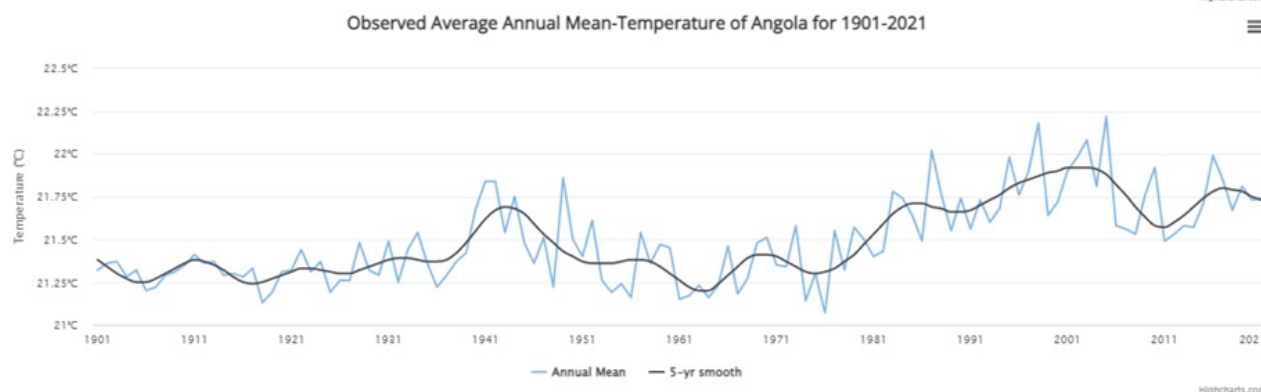


49. Figure 2: Generalized soils map of Angola

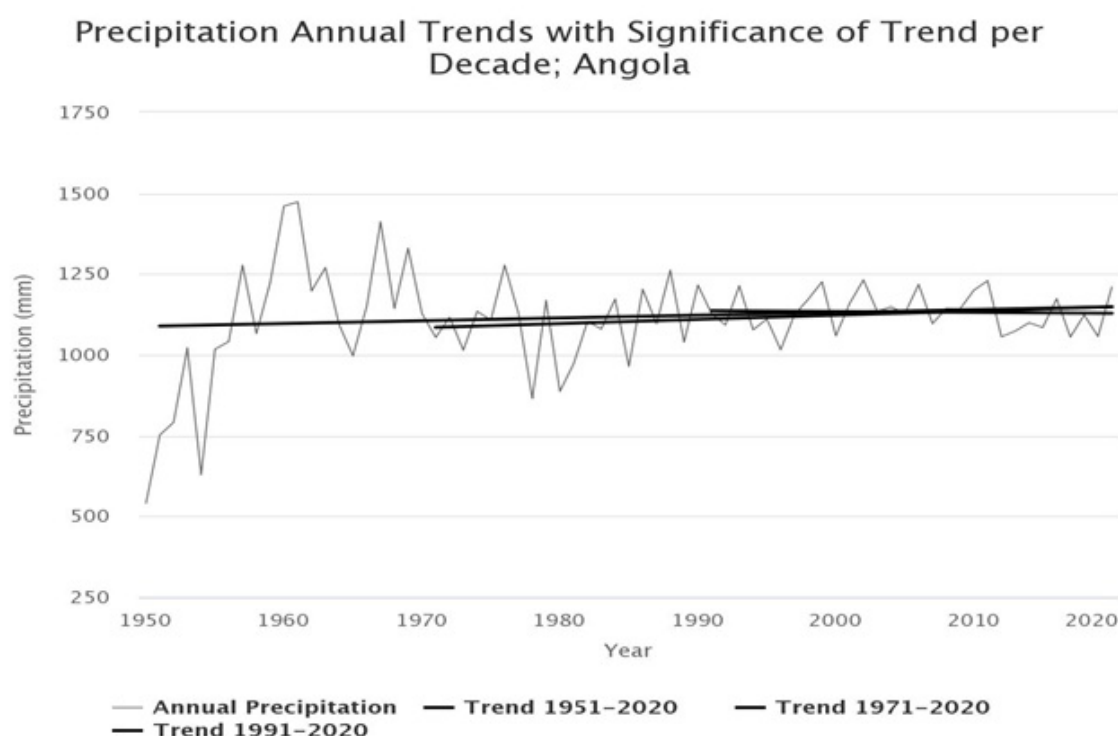
50. **Access to water:** Angola's vast natural water resources are primarily supplied through an extensive network of rivers and lakes. However, nearly half the population of Angola (49.3 per cent) lacks access to clean drinking water^[67]. Although Angola has 47 major river basins, water distribution is uneven, with surface flows highest in the centre, north, and northeast^[68]. The Cuando Cubango Province has a wide range of rivers, the Cubango and Cuito rivers being navigable. This vast hydrographic resource has a great fish richness, made even more appealing by its easy capture in shallow waters. Drinking water supply, especially to Menongue, Cali and Cuito and Cuanavale Municipalities, is limited and based on the Conventional Water Supply Systems, where the remaining Municipalities await insertion. A new Conventional Water Supply System is under construction in the municipality of Rivungo but is still inadequate. In Canguar, the population that consumes drinking water represents 80 per cent, at headquarters, while 20 per cent, in peripheral neighbourhoods, do not have access at all except water directly from the river. As with most rural Angola, boreholes are the major means of water supply. Rivers are also an important source of water for livestock and human consumption. In many areas, there are no proper sanitation facilities and open defecation is common practice. Water points exist in most locations, but due to the distances between communities and the inaccessibility, many water point committees face challenges in maintenance and repair.
51. **Climate:** Angola has a tropical climate with wide variations in rainfall amounts and duration across different parts of the country. Rainfall is a key determinant of climatic differences in the country. The country experiences distinct seasons of alternating dry and rainy periods. The climate in the country is influenced by the cool sea currents especially along the coast and similarly by the altitudes in the plateau found in the interior part of the country. Rainfall decreases rapidly from North to South between the Atlantic coast and the countryside. The altitude invariably decreases from the Northeast to the Southeast, from 1,500 to 900 metres, which causes the waters of numerous rivers to run through the province to converge in the extreme Southeast, where the Cuando and the Cubango rivers flow into the desert sands of the Kalahari Desert. The entire Province is a gentle slope, only marked by a thin line of heights that separates the hydrographic basins from the two great rivers that identify the region. The annual average temperature is above 20°C, fitting in the tropical region of hot climate.
52. Rainfall also decreases from the Northwest to the Southeast, from the level of 1,400 to that of the annual 600 mm, so the climate

changes from “humid” in Menongue to “semi-arid” in Mucusso, where the influence of the Kalahari Desert is well known. This is confirmed by the variation in temperatures, thermal amplitudes, and the degree of humidity. In the same way, the soils have different agricultural aptitudes in the different parts of the Province, the Northwest being the most suitable area for agriculture. There are two typical seasons: the rainy season, which runs from November to March, with April and October considered as months of transition; the dry season, which extends from May to August, with the months of June and July as the coldest months of the year. The duration of the rainy season is from September to May in the north and from December to March in the South. Rainfall variability from one year to the next is generally high with the Southern part of Angola being frequently affected by extreme weather events such as heat waves, droughts, floods, and storms.

53. **Climate change:** CC has been characterised by delayed onset of the rainy season. The planting season used to start in October every year. Currently, rainfall occurs in December often followed by prolonged dry periods that have been detrimental to crop production with pronounced low yields and high crop losses. The wet season suitable for growth of dryland crops has become even shorter. In addition, there is an increase in drought years with poor to no harvests recorded. The agriculture sector is vulnerable to prolonged periods of droughts, increased variability of the rain regime, floods, and extreme temperatures, all having negative impacts on food security, livelihoods, and the adaptability of vulnerable communities. Harvest failures induced by drought have reportedly caused severe malnutrition in children. Consequently, farming communities have become more vulnerable to CC because of food insecurity, reduced incomes, and livelihoods, increasing disease and poor health as a result of delayed planting, low crop yields, crop losses, post-harvest losses, pests and diseases.
54. **Environment:** Angola's rainforests, located in the north of the country, are most threatened by subsistence agriculture which provides food for almost 90 percent of the population. Overgrazing and cutting forest for fuelwood are also significant causes of forest clearing and degradation. 3 million acres of land are forests (43, 3 per cent of the country 's territory). Only 2 per cent is comprised of dense, humid, high productivity forests, very rich in biodiversity. 65, 2 per cent is comprised of a mosaic of forest and savannah, as well as open forests called miombo, with medium productivity of wood, but socially and economically important to produce wood fuel, construction materials, medicinal plants, and non-wood products for food. The remaining percentage is occupied by dry savannah, with sparse trees and/or bushes, desert, and sub-desert steppe of low productivity. The wood chopping capability in the country 's natural forests is 333.000 m3 per year, which can allow the transformation of 1,150m3 /day of chopped wood.
55. **Environmental challenges:** Angola faces several environmental challenges, mainly soil erosion, land degradation and desertification. This is due to several factors, including inappropriate land cultivation practices, deforestation (for energy and commercial timber, including in the rainforests), as well as climate-induced erosion (severe rainfall). The transboundary area of Cuando-Cubango and Kavango faces environmental stress in meeting the livelihood needs of the increasing human population leading to food insecurity; water pollution from fertilizer and pesticide application upstream along the Cuito, Cubango and Okavango rivers; soil erosion and siltation of rivers; unsustainable subsistence fishing; uncontrolled harvesting of forest resources for timber, charcoal and fuelwood energy causing deforestation with minimal replanting; and uncontrolled anthropogenic fires. Under projected CC in Angola, it is inevitable that such environmental stresses render the communities in the transboundary area highly vulnerable to floods and drought
56. Unsustainable natural resource utilization methods include harvesting only highly marketable tree species such as Mussivi, Girassonde/Mucula, Mukoso/Muiumba, Mussissi, Mamué and Maku for timber and Mupanda for charcoal and wood fuel production. Communities undertake risky and unsustainable agricultural crop production in fragile sites such as low-lying areas, wetlands and marshy areas within the transboundary area that are prone to flooding. Consequently, communities experience crop failures and limited crop harvests, which brings food stocks to critically low levels, jeopardising their survival during dry spells or flooding when food resources are limited. Especially critical are grain stocks towards the end of season before the next harvest starts.
57. **Climate current:** Angola's rainy season lasts from October-May and is characterized as hot and humid. The Inter-tropical Convergence Zone (ITCZ) controls rainfall as it moves between the equator and tropics, bringing rainfall to Angola as it migrates southward from the equator in October. The rains coincide with the warmest months of the year with average temperatures ranging from 22-23°C. The dry season, known as “Cacimbo,” occurs from June-September and is the coolest time of the year, with average temperatures between 18-20°C. Total rainfall decreases as you move from north to south and from east to west in Angola, with northeastern Angola receiving the most amount of rain. Located along the Atlantic Ocean, much of Angola's climate is tied to sea surface temperatures and variations in the Benguela Cold Current



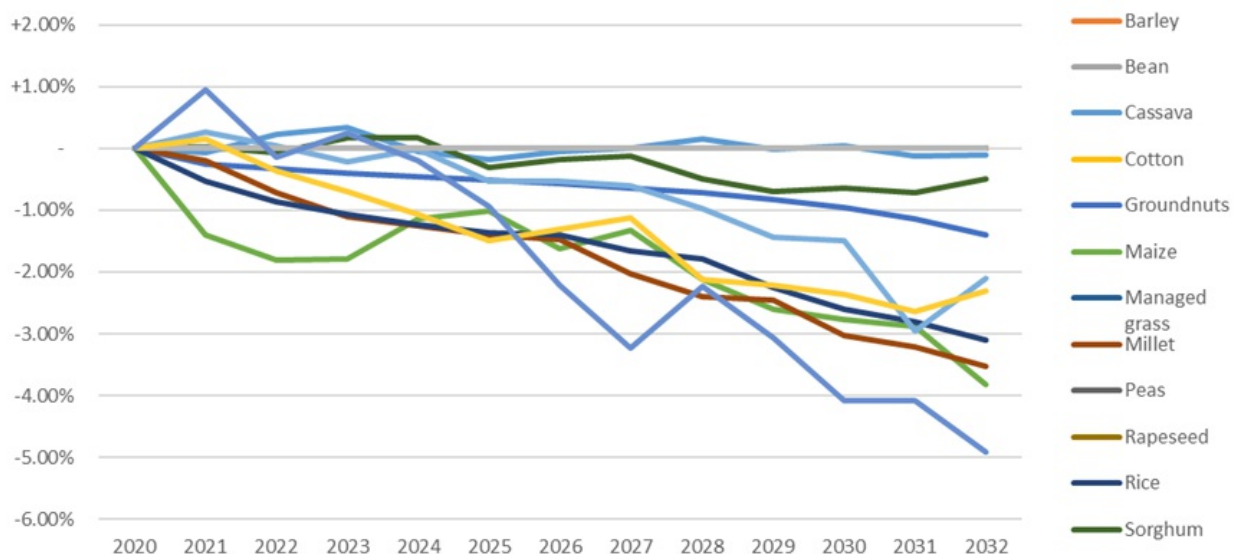
58. Figure 2 Observed Average Annual Mean Temperatures for 1901-2021



59. Figure 3 Precipitation trends with significance of Trend per decade: Angola

60. Impact of climate change on agriculture

61. Angola experiences severe food and water insecurity due to high drought occurrence. The mean annual rainfall is less than 425mm per annum. Increasing temperatures and rainfall variability have led to more frequent occurrences of floods and droughts resulting in negative effects for populations and ecosystems. The climate change (CC) impacts are experiencing are significant and include changing weather patterns, drops/rises in water levels, and increased frequency of extreme weather events such as droughts and floods, whose socio-economic repercussions are making communities even more vulnerable.
62. Due to the same changing conditions, subsistence agriculture is negatively impacted by reduced agricultural crop yield (Figure 4), reduced grazing availability and overgrazing, declining quality of soils for dryland farming (sorghum, pearl millet and maize), loss of land productivity and soil degradation, lack of construction materials, increased water shortages for livestock consumption, pest outbreaks destroying crops, disease and parasites affecting livestock, hunger and famine (nutrition deficiency and malnutrition, increased poverty and migration of male members of communities in search of better grazing or employment opportunities.
63. In either case, small-scale subsistence farmers and pastoralists remain vulnerable to climate-induced effects. The abilities of these communities, and especially of their most vulnerable groups, to cope with droughts have been greatly weakened over the years due to the aggravated impacts of such events, which have become more frequent as well as severe. As a result, communities have no alternative options but to resort to overexploitation of NR using unsustainable methods. Lack of inadequate extension services further worsens their vulnerability to drought risks.



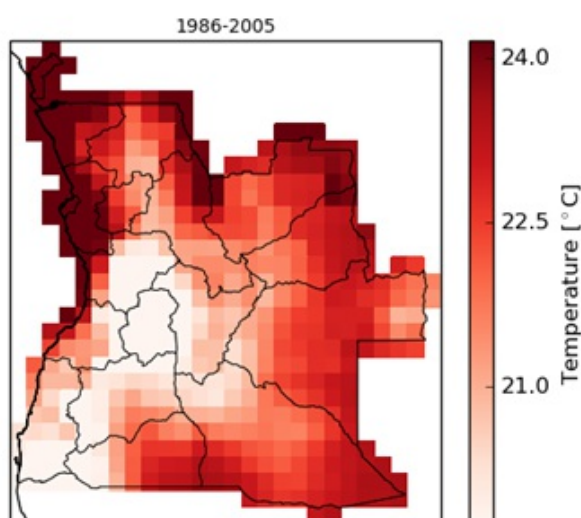
64. Figure 4 Impact of climate change on rainfed crop yields

65. Climate projections

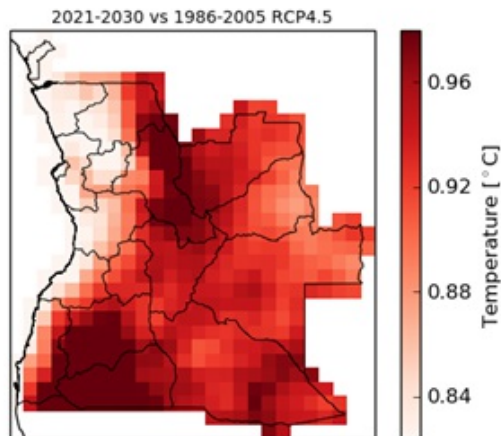
66. **Temperature:** Projections of maximum and minimum temperatures for Angola based on IPCC models and Representative Concentration Pathway (RCP 4.5) indicate that mean annual temperature is expected to increase between 1.2 and 3.2°C by 2060. The southeast inland areas are expected to experience the highest increase in maximum temperature, while projections for the northern coastal areas indicate a lower increase (Carvalho et al, 2017). Mean land surface temperatures are likely to surpass the increase in global mean land surface temperature in all seasons over southern Africa, and the projected warming of between 3.4-4.2°C, over this region, exceeds natural climate variability. Although rainfall models vary, there is broad agreement that rainfall levels will decrease in the future, with a stronger decrease in the southern part of the country

67. **Precipitation:** Precipitation projections for the country are highly variable, but generally, it is expected that precipitation will decrease by approximately 2 per cent by 2100, with a stronger decrease in the southern part of the country and during the dry months of the year (Carvalho et al, 2017). In the planalto region, it is projected that the start of the rainy season (September-October) will be characterised by reduced mean monthly rainfall by 2050, while the mid-summer (December-February) months across most of the region (except for the southernmost extent of Huila province) will likely be associated with increased rainfall. The last months (March and April) of the traditional maize-growing season in the planalto region will likely be associated with reduced rainfall in the south and east, while the central, western, and northern areas will likely experience increased rainfall in this period (Hunter and Crespo, 2018).

68.



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69. Figure 6 Precipitation sums over the reference period 1986-2005. Projected change in precipitation for 2021-2030 compared to the reference period 1986-2005.

70. **Future climate projections for the target area:** In the Cubango-Okavango River Basin (CORB) and Moxico show wide variations of plausible climate conditions over the next decade. Despite the variations, there is largely a consensus on temperature increase, rainfall variability and an increase in consecutive dry days. As such, models agree on a temperature rising faster than global averages (2.5°C compared to 1.5°C global). The South-western region of the SADC Region is marked as a CC hotspot by the IPCC SR1.5, indicating increased evapotranspiration caused by the higher temperatures, a significant decrease in precipitation of 10-20 per cent, and increases in the number of consecutive dry days. It is expected that populations and ecosystems in the CORB will be faced with an increased frequency of droughts, longer dry spells, and a reduced duration of the rainy season, up to 20 days in Southern Angola [\[69\]](#)

71. As rainfall is expected in shorter periods, an increased frequency in floods can be equally expected. Additionally, IPCC's special report on Land indicates the Southern African region, mainly South-west, at high risk of desertification, especially if unsustainable land management persists. Overall, drought and CC have not only aggravated food insecurity, water pollution, human-wildlife conflicts, reduced fodder and pastures for livestock and wildlife, but have also reduced water availability and access due to drying up ground water recharge as well as land degradation (vegetation and soil degradation). Communities, individuals, and especially small-scale farmers are vulnerable to droughts and CC, their limited coping mechanisms coupled with limited knowledge, skills to undertake concrete adaptation actions to enable them to adapt to droughts and impacts of CC.

72. Overall, drought and CC have not only aggravated food insecurity, water pollution, human-wildlife conflicts, reduced fodder and pastures for livestock and wildlife, but have also reduced water availability and access due to drying up ground water recharge as well as land degradation (vegetation and soil degradation). Communities, individuals, and especially small-scale farmers are vulnerable to droughts and CC, their limited coping mechanisms coupled with limited knowledge, skills to undertake concrete adaptation actions to enable them to adapt to droughts and impacts of CC. Socio-economic conditions are equally similar, with the populations depending on subsistence agriculture and nature-based livelihoods and sharing the same cultural backgrounds and languages. Geographically and socio-economically, the target areas are more coherent with each other than they are with their respective capitals.

73. Climate change mitigation: Overall, the project will contribute to GHG emission reduction and sequestrations using renewable and energy saving technologies, lower emitting livestock such as poultry, Climate Smart Agriculture (CSA) practices including forestry and agroforestry and various watershed management activities. The project will be designed and implemented inline to IFAD and GCF policies as well as the government's climate strategy and plans. The FAO EXACT Tool GHG emissions accounting will be used to account for emissions during project design.

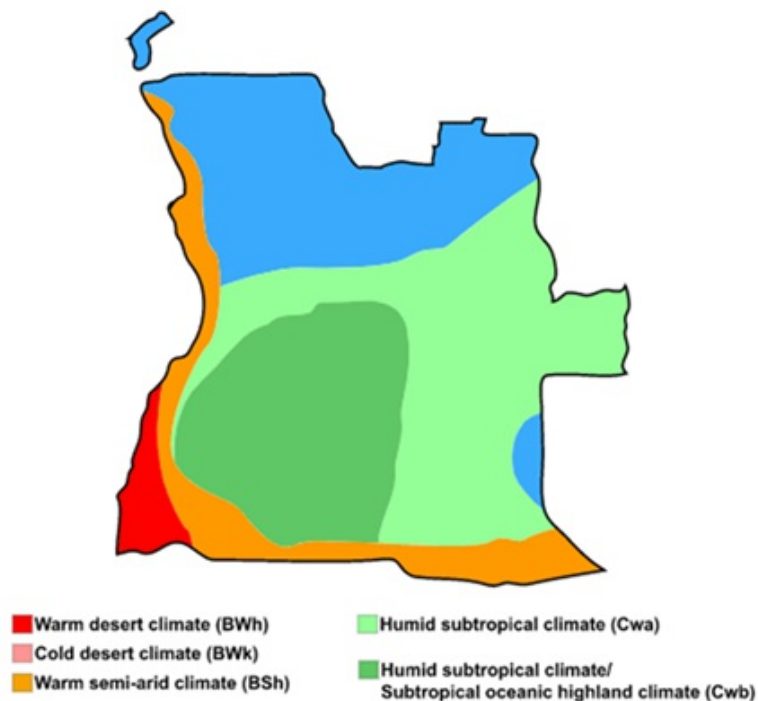
74. Adaptation: The project will implement proven climate smart/proof technologies, increase access to water, climate resilient infrastructure, conservation agriculture, composting, agroforestry as well as biophysical soil and water conservation, to enhance adaptation.

75. [\[](#)

a. Environmental assessment

76. **Geographical location:** [Angola](#) is located on the western [Atlantic](#) Coast of [Southern Africa](#) between [Namibia](#) and the [Republic of the Congo](#)^[70]. It also is bordered by the [Democratic Republic of the Congo](#) and [Zambia](#) to the east. The country consists of a sparsely watered and somewhat sterile [coastal plain](#) extending inland for a distance varying from 50 to 160 km (31 to 99 mi). Slightly inland and parallel to the coast is a belt of hills and mountains and behind those a large plateau. The total land size is 1,246,700 km² (481,400 sq. mi). It has an [Exclusive Economic Zone](#) of 518,433 km² (200,168 sq. m)^[71].
77. **Angola natural regions:** Angola has four principal natural regions: the arid coastal lowland, stretching from Namibia to [Luanda](#) and characterized by low plains and terraces; green hills and mountains, rising inland from the coast into a great escarpment; a large area of high inland plains of dry [savannah](#), called the high plateau (planalto), which extends eastward and south-east from the escarpment; and [rain forest](#) in the north and in [Cabinda](#).^[72] The highest point in Angola is [Morro de Môco](#), at 2,620 m. Elevations generally range from 910 to 1,830 m (3,000 to 6,000 ft)^[73]

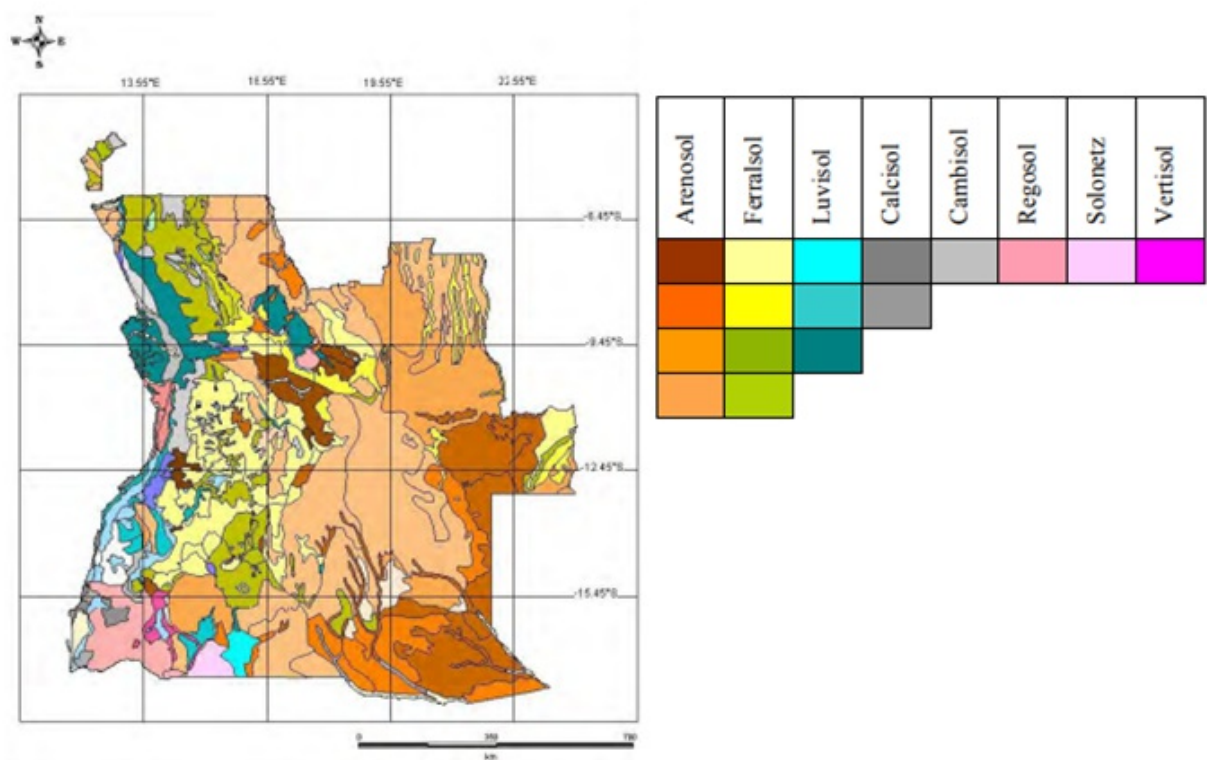
78. Figure 1. Angola natural regions



79. **Biodiversity:** Angola has exceptional forest and biodiversity resources. The major threats to biodiversity and tropical forests in Angola include both direct and indirect factors related to: i) Poverty and population growth; ii) Habitat conversion and overexploitation of natural resources; and, iii) Institutional and management challenges. Many natural resources are over-exploited, and the environment faces increased degradation from unsustainable agricultural practices, deforestation, grazing, pollution, and a variety of other anthropogenic factors.^[74] Desertification and climate change add to the stress, as do poverty and population growth.
80. Most of Angola's natural resources are not formally protected or suffer from ineffective protection, which can be attributed to a variety of policy, capacity, and governance barriers. Legal and regulatory provisions intended to protect forests and biodiversity are inadequate and seldom respected. Policies and regulations for tapping into economic opportunities such as tourism and biodiversity offsets for furthering conservation objectives are lacking. Knowledge of the high-value biodiversity of Angola and how this can be leveraged to promote both conservation and strengthen livelihoods is not being used in policy-making. Historically, weak enforcement of conservation regulations has resulted in uncontrolled use of forest and biodiversity resources, due to a lack of technical and operational capacity.
81. Protected areas lack management plans, are easily accessible for illegal activities and the market value of their resources is important. In general, other stakeholders (e.g., NGOs, private sector) are not being mobilized for managing resources, and conflicts over land tenure and access to resources persist. In addition, the human resources and knowledge bases are insufficient for effective protected area management and overall biodiversity conservation^[75].
82. **Forests resources:** Angola, forests cover close to 18.4 per cent of the nation's total area and form one of the country's most critical natural resources.^[76] The Cuando Cubango Province comprises forest cover types that are dominated by "miombo" woodlands, and composed primarily of trees of the legume family (Fabaceae). These include dense *Brachystegia*-dominated woodland in the north, *Burke Brachystegia* woodland in the central portion of the province, and *Burkea*-dominated woodland in the south^[77]. There are also riparian forests, especially in the south, and riparian grasslands, primarily in the north and centre. Both the amount of annual precipitation and density of tree cover decrease as one travels from north to south. While large-scale coal production is not felt in the coastal and river towns (probably due to the lack of a market), it is so in Menongue, Cuito Canavale and Cushi, supplying coal to the Luanda market. Generally, there is no type of forest management plan for the municipalities on the waterfront. There is evidence of devastating and uncontrolled deforestation between the years 2016 - 2018 where 116 companies were licensed to do logging^[78]. The municipalities most affected were Cuangar, Menongue, Cuito Canavale and Cushi.^[79] The species found in the province (Girassonde, Mupanda, Mucussi, Mussindi and Movala) are highly sought after in the markets of Namibia and South Africa. The exploration has been mainly done by Asian companies. There is also noticeable distinct encroachment of forest species into previous clearings. Where active human settlements are located, recent tree cutting has occurred in patches of (usually) 1-5 hectares, either due to forest conversion to agriculture or to activities of *carvoeiros* (charcoal producers). The tree species are in principle able to regenerate, but due to frequent burning, the trees do not have time to fully grow. Such species take approx. 60 years to reach the desired size for exploration. Currently, only 20 companies are licensed for controlled logging.

83. **Wildfires:** In Angola, widespread fires contribute to the degradation of the soil, with a negative impact on the production of honey, reducing the possibility of beekeeping due to the absence of flowers combined with the smoke from the fires. Fires have several objectives and reasons: for hunters to facilitate hunting, for small farmers to prepare the fields, for drivers to improve visibility and passage, smoking accidents, among others.^[80] Firewalls (plugs) are rarely made, so fires often spread beyond what was intended. Bush fires are frequent and have resulted in the loss of soil nutrients. Large areas have been converted from woodland and forest into shrub land due to frequent anthropogenic fires. Much of Cuando Cubango and parts of Moxico are mosaics of open woodland separated along sharp margins from dense woodland and forest^[81]. Grasses and shrubs were mostly absent in the recently burned areas, and bare soil was common.
84. **Soils:** Angola hosts significant soil variety (Figure 2). The two dominant soil groups are Arenosols and Ferrasols. Arenosols dominate the eastern two-thirds of the country, where the parent material consists of coarse-textured sediments. Ferrasols occupy large portions of the western highlands and adjacent areas. These two infertile soil groups cover more than 80 per cent of Angola's surface. Other important soil types include Luvisols, Calcisols, and Cambisols. The Luvisols are common in the northeastern hills and adjacent slopes where coffee cultivation used to be an important activity during colonial times. This area is now covered by dense forests that support a healthy population of small antelopes and avian fauna. Because of its relatively high agricultural potential, the opportunity cost of conservation in these fertile areas is higher than in areas dominated by Arenosols, where cultivation is a marginal activity at best.

85. Figure 2: Generalized soils map of Angola



86. **Access to water:** Angola's vast natural water resources are primarily supplied through an extensive network of rivers and lakes. However, nearly half the population of Angola (49.3 per cent) lacks access to clean drinking water^[82]. Although Angola has 47 major river basins, water distribution is uneven, with surface flows highest in the centre, north, and northeast^[83]. The Cuando Cubango Province has a wide range of rivers, the Cubango and Cuito rivers being navigable. This vast hydrographic resource has a great fish richness, made even more appealing by its easy capture in shallow waters. Drinking water supply, especially to Menongue, Cali and Cuito and Cuanavale Municipalities, is limited and based on the Conventional Water Supply Systems, where the remaining Municipalities await insertion. A new Conventional Water Supply System is under construction in the municipality of Rivungo, but is still inadequate. In Canguar, the population that consumes drinking water represents 80 per cent, at headquarters, while 20 per cent, in peripheral neighbourhoods, do not have access at all except water directly from the river. As with most rural Angola, boreholes are the major means of water supply. Rivers are also an important source of water for livestock and human consumption. In many areas, there are no proper sanitation facilities and open defecation is common practice. Water points exist in most locations, but due to the distances between communities and the inaccessibility, many water point committees face challenges in maintenance and repair.
87. **Climate:**Angola has a tropical climate with wide variations in rainfall amounts and duration across different parts of the country. Rainfall is a key determinant of climatic differences in the country. The country experiences distinct seasons of alternating dry and rainy periods. The climate in the country is influenced by the cool sea currents especially along the coast and similarly by the altitudes in the plateau found in the interior part of the country. Rainfall decreases rapidly from North to South between the Atlantic coast and the countryside. The altitude invariably decreases from the Northeast to the Southeast, from 1,500 to 900 metres, which causes the waters of numerous rivers to run through the Province to converge in the extreme Southeast, where the Cuando and the Cubango rivers flow into the desert sands of the Kalahari Desert. The entire Province is a gentle slope, only marked by a thin line of

heights that separates the hydrographic basins from the two great rivers that identify the region. The annual average temperature is above 20°C, fitting in the tropical region of hot climate.

88. Rainfall also decreases from the Northwest to the Southeast, from the level of 1,400 to that of the annual 600 mm, so the climate changes from "humid" in Menongue to "semi-arid" in Mucusso, where the influence of the Kalahari Desert is well known. This is confirmed by the variation in temperatures, thermal amplitudes and the degree of humidity. In the same way, the soils have different agricultural aptitudes in the different parts of the Province, the Northwest being the most suitable area for agriculture. There are two typical seasons: the rainy season, which runs from November to March, with April and October considered as months of transition; the dry season, which extends from May to August, with the months of June and July as the coldest months of the year. The duration of the rainy season is from September to May in the north and from December to March in the South. Rainfall variability from one year to the next is generally high with the Southern part of Angola being frequently affected by extreme weather events such as heat waves, droughts, floods and storms.
89. **Climate change:** CC has been characterised by delayed onset of the rainy season. The planting season used to start in October every year. Currently, rainfall occurs in December often followed by prolonged dry periods that have been detrimental to crop production with pronounced low yields and high crop losses. The wet season suitable for growth of dryland crops has become even shorter. In addition, there is an increase in drought years with poor to no harvests recorded. The Agriculture sector is vulnerable to prolonged periods of droughts, increased variability of the rain regime, floods, and extreme temperatures, all having negative impacts on food security, livelihoods and the adaptability of vulnerable communities. Harvest failures induced by drought have reportedly caused severe malnutrition in children. Consequently, farming communities have become more vulnerable to CC because of food insecurity, reduced incomes and livelihoods, increasing disease and poor health as a result of delayed planting, low crop yields, crop losses, post-harvest losses, pests and diseases.
90. **Environment:** Angola's rainforests, located in the north of the country, are most threatened by subsistence agriculture which provides food for almost 90 percent of the population. Overgrazing and cutting forest for fuelwood are also significant causes of forest clearing and degradation. 3 million acres of land are considered to be forests (43, 3 per cent of the country's territory). Only 2 per cent is comprised of dense, humid, high productivity forests, very rich in biodiversity. 65, 2 per cent is comprised of a mosaic of forest and savannah, as well as open forests called miombo, with medium productivity of wood, but socially and economically important for the production of wood fuel, construction materials, medicinal plants, and non-wood products for food. The remaining percentage is occupied by dry savannah, with sparse trees and/or bushes, desert and sub-desert steppe of low productivity. The wood chopping capability in the country's natural forests is 333.000 m³ per year, which can allow the transformation of 1,150m³ /day of chopped wood.
91. **Environmental challenges:** Angola faces a number of environmental challenges, mainly soil erosion, land degradation and desertification. This is due to a number of factors, including inappropriate land cultivation practices, deforestation (for energy and commercial timber, including in the rainforests), as well as climate-induced erosion (severe rainfall). The transboundary area of Cuando-Cubango and Kavango faces environmental stress in meeting the livelihood needs of the increasing human population leading to food insecurity; water pollution from fertilizer and pesticide application upstream along the Cuito, Cubango and Okavango rivers; soil erosion and siltation of rivers; unsustainable subsistence fishing; uncontrolled harvesting of forest resources for timber, charcoal and fuelwood energy causing deforestation with minimal replanting; and uncontrolled anthropogenic fires. Under projected CC in Angola, it is inevitable that such environmental stresses render the communities in the transboundary area highly vulnerable to floods and drought
92. Unsustainable natural resource utilization methods include harvesting only highly marketable tree species such as Mussivi, Girassonde/Mucula, Mukoso/Muiumba, Mussissi, Mamué and Maku for timber and Mupanda for charcoal and wood fuel production. Communities undertake risky and unsustainable agricultural crop production in fragile sites such as low-lying areas, wetlands and marshy areas within the transboundary area that are prone to flooding. Consequently, communities experience crop failures and limited crop harvests, which brings food stocks to critically low levels, jeopardising their survival during dry spells or flooding when food resources are limited. Especially critical are grain stocks towards the end of season, before the next harvest starts.

b. Climate trends and impacts

93. Angola's rainy season lasts from October-May and is characterized as hot and humid. The Inter-tropical Convergence Zone (ITCZ) controls rainfall as it moves between the equator and tropics, bringing rainfall to Angola as it migrates southward from the equator in October. The rains coincide with the warmest months of the year with average temperatures ranging from 22-23°C. The dry season, known as "Cacimbo," occurs from June-September and is the coolest time of the year, with average temperatures between 18-20°C. Total rainfall decreases as you move from north to south and from east to west in Angola, with northeastern Angola receiving the most amount of rain. Located along the Atlantic Ocean, much of Angola's climate is tied to sea surface temperatures and variations in the Benguela Cold Current

94.

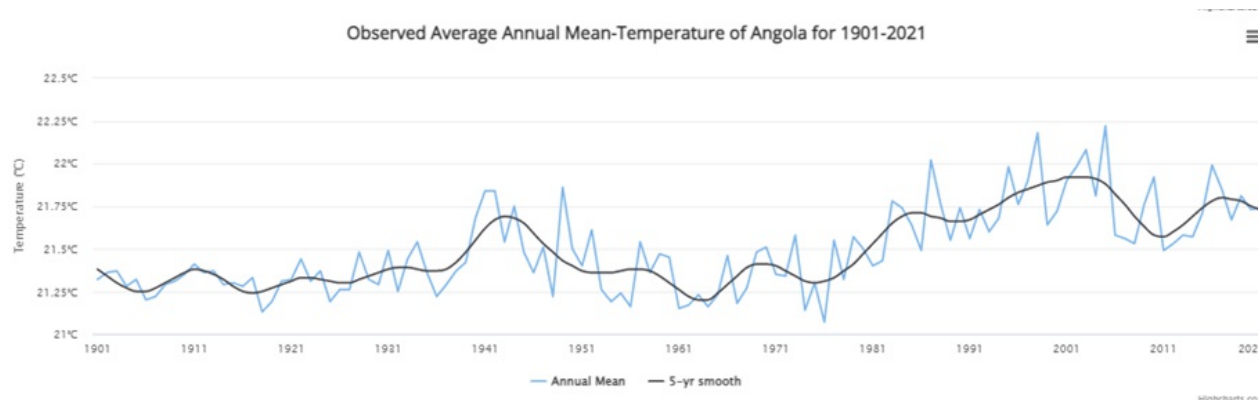
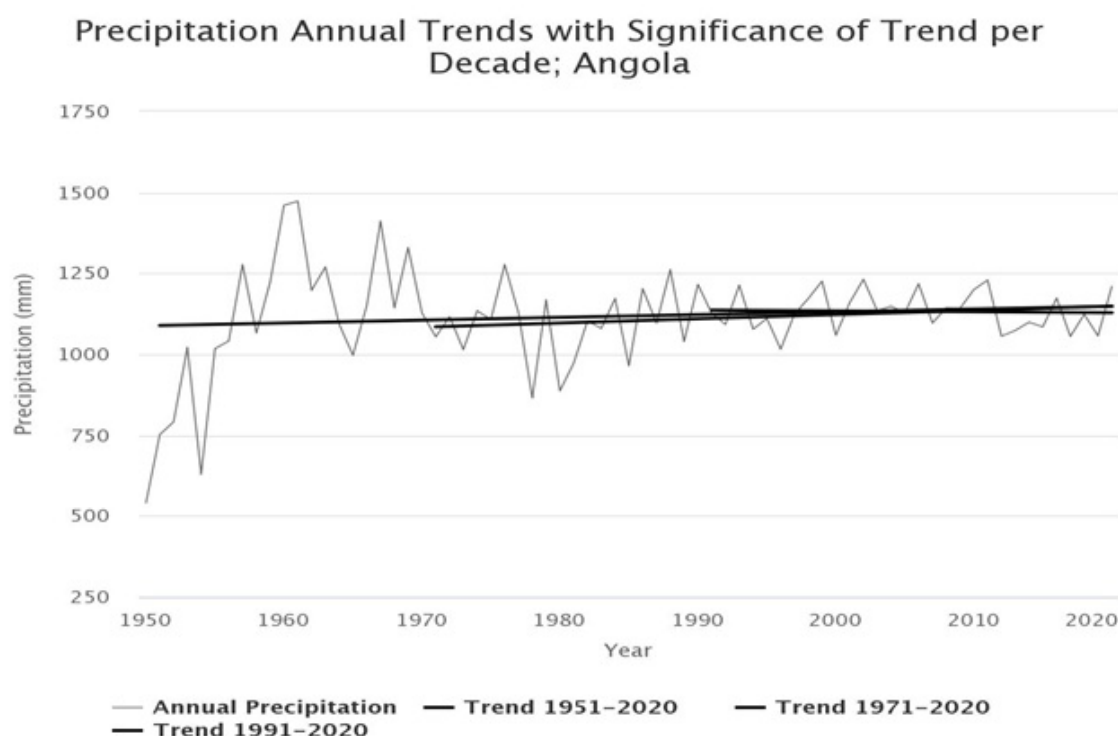


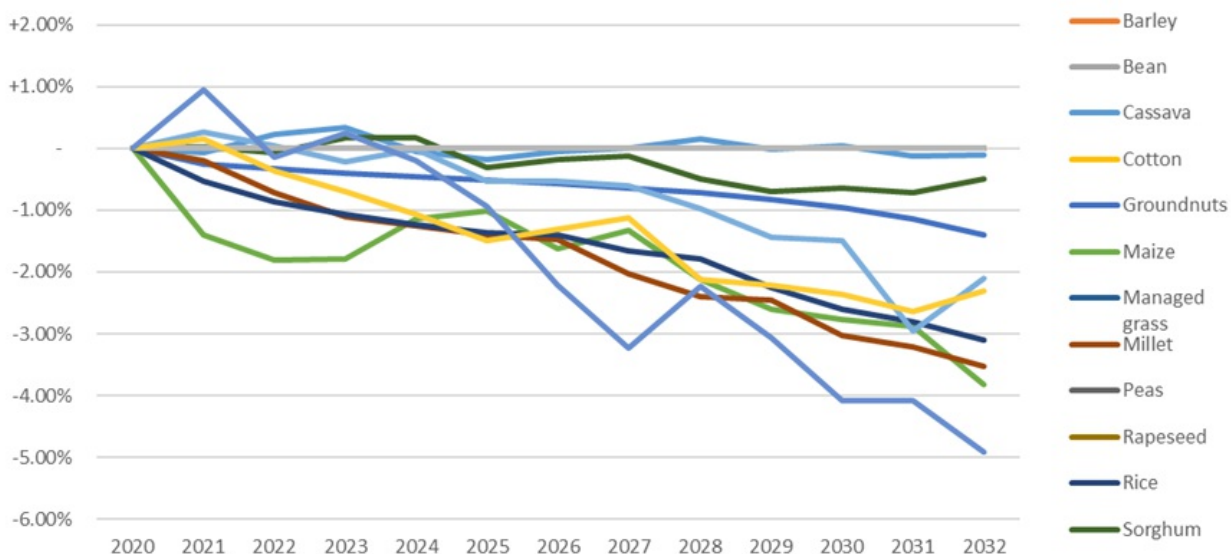
Figure 2 Observed Average Annual Mean Temperatures for 1901-2021



95. Figure 3 Precipitation trends with significance of Trend per decade: Angola

96. Impact of climate change on agriculture

97. Angola experiences severe food and water insecurity due to high drought occurrence. The mean annual rainfall is less than 425mm per annum. Increasing temperatures and rainfall variability have led to more frequent occurrences of floods and droughts resulting in negative effects for populations and ecosystems. The climate change (CC) impacts are experiencing are significant and include changing weather patterns, drops/rises in water levels, and increased frequency of extreme weather events such as droughts and floods, whose socio-economic repercussions are making communities even more vulnerable.
98. Due to the same changing conditions, subsistence agriculture is negatively impacted by reduced agricultural crop yield (Figure 4), reduced grazing availability and overgrazing, declining quality of soils for dryland farming (sorghum, pearl millet and maize), loss of land productivity and soil degradation, lack of construction materials, increased water shortages for livestock consumption, pest outbreaks destroying crops, disease and parasites affecting livestock, hunger and famine (nutrition deficiency and malnutrition, increased poverty and migration of male members of communities in search of better grazing or employment opportunities.
99. In either case, small-scale subsistence farmers and pastoralists remain vulnerable to climate-induced effects. The abilities of these communities, and especially of their most vulnerable groups, to cope with droughts have been greatly weakened over the years due to the aggravated impacts of such events, which have become more frequent as well as severe. As a result, communities have no alternative options but to resort to overexploitation of NR using unsustainable methods. Lack of inadequate extension services further worsens their vulnerability to drought risks.



100. Figure 4 Impact of climate change on rainfed crop yields

101. Climate projections

102. Temperature: Projections of maximum and minimum temperatures for Angola based on IPCC models and Representative Concentration Pathway (RCP 4.5) indicate that mean annual temperature is expected to increase between 1.2 and 3.2°C by 2060. The southeast inland areas are expected to experience the highest increase in maximum temperature, while projections for the northern coastal areas indicate a lower increase (Carvalho et al, 2017). Mean land surface temperatures are likely to surpass the increase in global mean land surface temperature in all seasons over southern Africa, and the projected warming of between 3.4-4.2°C, over this region, exceeds natural climate variability. Although rainfall models vary, there is broad agreement that rainfall levels will decrease in the future, with a stronger decrease in the southern part of the country

103. Precipitation: Precipitation projections for the country are highly variable, but generally, it is expected that precipitation will decrease by approximately 2 per cent by 2100, with a stronger decrease in the southern part of the country and during the dry months of the year (Carvalho et al, 2017). In the planalto region, it is projected that the start of the rainy season (September-October) will be characterised by reduced mean monthly rainfall by 2050, while the mid-summer (December-February) months across most of the region (except for the southernmost extent of Huila province) will likely be associated with increased rainfall. The last months (March and April) of the traditional maize-growing season in the planalto region will likely be associated with reduced rainfall in the south and east, while the central, western, and northern areas will likely experience increased rainfall in this period (Hunter and Crespo, 2018).

104. Figure 6 Precipitation sums over the reference period 1986-2005. Projected change in precipitation for 2021-2030 compared to the reference period 1986-2005.

105. Future climate projections for the target area: In the Cubango-Okavango River Basin (CORB) and Moxico show wide variations of plausible climate conditions over the next decade. Despite the variations, there is largely a consensus on temperature increase, rainfall variability and an increase in consecutive dry days. As such, models agree on a temperature rising faster than global averages (2.5°C compared to 1.5°C global). The South-western region of the SADC Region is marked as a CC hotspot by the IPCC SR1.5, indicating increased evapotranspiration caused by the higher temperatures, a significant decrease in precipitation of 10-20 per cent, and increases in the number of consecutive dry days. It is expected that populations and ecosystems in the CORB will be faced with an increased frequency of droughts, longer dry spells, and a reduced duration of the rainy season, up to 20 days in Southern Angola^[84]

106. As rainfall is expected in shorter periods, an increased frequency in floods can be equally expected. Additionally, IPCC's special report on Land indicates the Southern African region, mainly South-west, at high risk of desertification, especially if unsustainable land management persists. Overall, drought and CC have not only aggravated food insecurity, water pollution, human-wildlife conflicts, reduced fodder and pastures for livestock and wildlife, but have also reduced water availability and access due to drying up ground water recharge as well as land degradation (vegetation and soil degradation). Communities, individuals, and especially small-scale farmers are vulnerable to droughts and CC, their limited coping mechanisms coupled with limited knowledge, skills to undertake concrete adaptation actions to enable them to adapt to droughts and impacts of CC.

107. Overall, drought and CC have not only aggravated food insecurity, water pollution, human-wildlife conflicts, reduced fodder and pastures for livestock and wildlife, but have also reduced water availability and access due to drying up ground water recharge as well as land degradation (vegetation and soil degradation). Communities, individuals, and especially small-scale farmers are vulnerable to droughts and CC, their limited coping mechanisms coupled with limited knowledge, skills to undertake concrete adaptation actions to enable them to adapt to droughts and impacts of CC. Socio-economic conditions are equally similar, with the

populations depending on subsistence agriculture and nature-based livelihoods and sharing the same cultural backgrounds and languages. Geographically and socio-economically, the target areas are more coherent with each other than they are with their respective capitals.

108. Adaptation: The project will implement proven climate smart/proof technologies, increase access to water, climate resilient infrastructure, conservation agriculture, composting, agroforestry as well as biophysical soil and water conservation, to enhance adaptation.

c. Climate change mitigation

109. Overall, the project will contribute to GHG emission reduction and sequestrations using renewable and energy saving technologies, lower emitting livestock such as poultry, Climate Smart Agriculture (CSA) practices including forestry and agroforestry and various watershed management activities. The project will be designed and implemented inline to IFAD and GCF policies as well as the government's climate strategy and plans. The FAO EXACT Tool GHG emissions accounting will be used to account for emissions during project design.

2.3 Target group profiles

110. The project will adopt an integrated targeting approach which entails geographic targeting, direct targeting, and self-targeting.

111. **Geographic targeting:** The project's geographic targeting is based on three main criteria: a) the rate and intensity of multidimensional poverty; b) the severity of malnutrition; and c) the severity of drought exposure. As the government wants to address the current geographical asymmetries in development and previous and on-going IFAD and other development partners' operations are also prioritising drought prone areas, another criterion applied is d) areas less served by investments from IFAD and other development partners. The area that has been selected based on these criteria and discussion with GoA representatives and IDA include the province of Cuando Cubango and the two municipalities in the south of Moxico (Lumbala Nguimbo and Luchazes). The criteria for the selection of municipalities and communes will be developed during design and may include the level of poverty

and food insecurity, vulnerability to climatic shocks among others.

112. **Direct targeting:** An inclusive approach will be used to target the poor and food insecure and vulnerable people. At least 50 per cent of total beneficiaries should be female headed households and 30 per cent unemployed youths (young youth and young female), 5 per cent PWD, 2 per cent ex-combatants and 0.1 per cent minority ethnic groups.
113. **Self-targeting** will ensure that support will exclusively benefit the poor small-scale farmers, in particular women, youths, PWD, minorities and ex-combatants while the type of interventions are not attractive to elite groups. For instance, PRODESA will promote the use of energy efficient stoves for women to save time to devote to productive activities for the benefit of their families.
114. **Empowerment measures** will help the poor women, youths, PWD and ex-combatants to be involved in the decision-making process at household and community level. This will be achieved through mentoring, training and GALS will be used to address the underlying root causes for gender inequality. PRODESA will raise gender awareness at community level. Community based targeting will be used to identify the poor. In addition, community-based consultation will be used for the development of water infrastructure. PRODESA will strengthen FFS/PFS through CSA, GAPS and literacy and financial numeracy training. In addition, GALS will strengthen women, men and youth in leadership as well as reduce GBV and workloads due to equitable labour balance. PRODESA will disseminate information about the project and capacitate groups in disaster risk management and drought preparedness as well as the development of community resilience plans. PRODESA will allow women to participate and benefit from economic activities such as increased production in crop and livestock and micro enterprises and improve their family condition. Development of water infrastructure and increased production will assist to create employment for women and youths, thereby reducing poverty. Women will be encouraged to take up leadership roles in PFS/FFS management committees. The project will invest in rural infrastructure and labour-saving techniques, which is important to reduce labour burden, time spent collecting firewood and water. This will allow access to markets.
115. **Monitoring and evaluation:** Targeting performance will be monitored using participatory M&E and will be assessed through core indicators (COI) based surveys conducted at baseline, mid-term, and completion. The Women Empowerment in Agriculture index (WEAI) will be the main tool for assessing results achieved in the participation. WEAI will be conducted at baseline, mid-term, and end line. The M&E systems data will be disaggregated by sex and gender and target groups. Participatory monitoring and evaluation systems will be established, and gender sensitive monitoring indicators would be used to evaluate outputs, outcomes, and impacts.
116. **Target group:** in Cuando Cubango, the rural population is 287,894 people of which three quarters are rural poor which gives 215,000 poor peoples (estimation of 45,000 households). The project is targeting two municipalities in Moxico: Luchazes and Luambala with a population of 16,575, and 7, 431 rural population of 79,574 and 35,808 rural population. The total population for the two provinces is 43,239, of which the rural poor consists of approximately 76 per cent, giving a rural population of 32,862 (this the equivalent of 6,800 households). The total poor rural households in Moxico (2 municipalities) and Cuando Cubango is 57,800. The project will target approximately 60 per cent of the rural poor, in the target area, which is equivalent to 30,000 households. The project target groups consist of (i) small scale subsistence crop farmers/agro pastoralists, (ii) pastoralists, (iii) marginalised people (PWD, ex-combatants, women and youth), and (vi) indigenous people. In general, the key characteristics, to be used as selection criteria, which cut across all the smallholder farmers include:
1. They own less than 2ha of land and the majority utilise less than half a hectare for production
 2. Poor production and productivity
 3. Vulnerability to climate change
 4. Lack of access to means of production (land, improved inputs, water, capital)
 5. Lack of irrigation, and mechanisation
 6. Weak organisational capacity
 7. Low productivity and high transaction costs
 8. Lack of adequate infrastructure (feeder roads, electrification, post-harvest technology, storage, marketing facilities, irrigation)
 9. Low yields and lack of diversified food production to raise income and improve nutrition

117. The characteristics of each specific target group, their needs and how the project impacts on them are summarised in the table below.

118. **Table 1. PRODESA target group profiles, characteristics, needs and project impact**

Category	Characteristics	The needs	PRODESA interventions	Nº of beneficiaries

Marginalised groups (PWD, ex-combattants)	Chronically poor Food and nutrition insecure Face climate hazards such as droughts Experience gender inequalities	· High poverty prevalence – food insecure · Own less than 2ha of land and less than half a ha is being put to production · Poor production and productivity of crop · Lack of access to production inputs (land, improved inputs, water, and capital) · Lack of mechanisation · Weak organisation capacity · Low-income levels · Limited knowledge of climate resilient productivity system and adaptation · Vulnerable to nutrition and climate change impact · Poor health, education, access to information, drinking water, decent housing, family, economic and social conditions. · Several PWDs were affected during the war and continue to be victims of the landmines in the area. ·	· Increased production · Diversity of food · Capacity building in inclusive disaster management and drought preparedness · Sustainable forest management for landscape drought resilience · Livelihood diversification strategies · Building buffers for water, food, fodder to face drought · Development of FFS · Support forest management and protection of water resources · Agro-forestry, pastoral production systems, beekeeping, community tree nurseries and planting of multiple use trees · Measures to reduce women's workload and pressure on forest resources e.g., through energy efficient stoves · Target (5 percent PWD), 2 per cent ex-combattants · GALS and nutrition education · Nutrition education and SBCC	TBD

Small scale farmers /agro-Pastoralists	Food and nutrition insecure Face climate hazards such as droughts Experience gender inequalities	· Poor households with access to land or livestock and labour · Lack cash and resources to purchase inputs and commodities, hence low production, and productivity. · Below the total consumption poverty line · Lack diverse and health diets and are food insecure · Lack of knowledge on disease, climate, and nutrition dense varieties · Greater reliance on staple purchased on the market than own production · Barter livestock (goats and sheep in exchange of grain. · Main sources of income are sale of livestock, handicrafts, and firewood · Affected by drought, degraded lands, water scarcity · Coping strategies: increased sale of labour, collection of wild fruits, sale of livestock and diversification of self-employment options	· Infrastructure · Participatory development of community base resilience plans · Training on GALS, nutrition education Functional literacy and financial training and Leadership training · Small social production infrastructure · Seed storage infrastructure, Community based seed banks · Support for increased production and diversity of food · Capacity building in inclusive disaster management and drought preparedness · Sustainable forest management for landscape drought resilience · Livelihood diversification strategies · Building buffers for water, food, fodder to face drought · Development of FFS · Support forest management and protection of water resources · Agro-forestry, pastoral production systems, beekeeping, Community tree nurseries and Planting of multiple use trees · Measures to reduce women's workload and pressure on forest resources through promotion of energy efficient stoves	TBD

Pastoralists	Poor Food and nutrition insecure Face climate hazards such as droughts	· Move longer distances in search of grazing and are vulnerable to shocks. · Women remain at home looking after sick animal and the family · Suffer from degraded rangelands and water scarcity due to drought and increased livestock pests and diseases · Lack of diversification · Suffer the risk of floods, livestock diseases, drought and dry spells, degraded rangelands, loss of grazing · Income is from the sake of milk and milk products · Loss of livestock · Depend on market purchases of food from December to May · Coping strategies – increased livestock sales and movement to higher ground in the case of floods	· GALS Nutrition-sensitive Interventions training · Capacity building on disaster risk management · Development of pastoral farmer field school (PFS) · Capacity development pastoral resource plan · Rangeland management (rotational grazing\) · Building fodder buffers (hay baling, · Diversification, agro forestry · Community based veterinary services · Community based natural management group to support forest management and protect water resources · Reducing women's workload through labour saving technologies such as energy efficient stoves · Reduction in the pressure on management of forest resources · Planting trees for multiple uses	TBD
Indigenous People	Poor Food and nutrition insecure Face climate hazards such as droughts Experience gender inequalities Belong to a tribal group	· Extreme poverty · They are hunters -gatherers staying in rudimentary shelters · Encroachment into ancestral land and use of state land without title, displacements from ancestral lands · Low employment · Subsistence crop and livestock production · Limited alternative livelihood · Unreliable water sources · Food insecurity, limited nutrition, and lack of access to service · Affected by climate change · Face economic, social, political, and cultural marginalisation in societies relegating them to poverty	· Engage in a Free, prior, and informed consent (FPIC) process before introducing project activities. · FPIC will inform the activities to be carried out by SDLEP including improved crop and livestock production. Provision of water resources, improved food and nutrition security, improved resilience and management of drought, climate change shocks and degraded ecosystems · The project will Target 0.1 per cent of ethnic minorities	TBD

Women	Women, Women - headed households, young women, widows, elderly women Food and nutrition insecure Face climate hazards such as droughts Experience gender inequalities	· Limited decision making at household and community level · Limited access to means of production (land, inputs, capital, technology, seeds etc. · Heavy workload and time poverty · Limited access to finance, vulnerable to nutrition and climate change impact · Limited access to high value crops and capacity to generate income · Traditional gender roles limit their participation in climate resilient and other development projects · Lack of access to drought and nutrient dense varieties, loss of local varieties due to drought and lack of lack of seed storage infrastructure · Vulnerability to climate change, degraded ecosystem, and drought	· Promote 50 per cent representation of women across all project activities · Promote equitable work balance through GALS social mentoring · Monitoring of changes in social norms and values around gender equality · Support to focus on female headed households who are the most vulnerable in society · Conduct WEAL to inform strategies in women's empowerment · Promote women's economic empowerment through MSMEs · Mainstream gender equality in CDRPs · Promote pro-women, drought resilient and nutrition sensitive crops · Work with interested women to identify drought resilient nutrition dense crop varieties · Involve women in seed storage infrastructure, participation in community seed banks and capacity building in seed technologies · Training in climate resilient, sustainable agriculture and GAP practices, Leadership, nutrition education and literacy training · Representation of women in committees of pastoral and crop FS · Promote enabling measures: timing of workshops, childcare facilities, literacy training · Promote labour saving technologies: solar powered boreholes, energy saving stoves · Appoint dedicated staff in PMU responsible for gender and Social Inclusion, development of strategy and monitoring implementation	15,000 (50 % women)
Youth	Food and nutrition insecure Face climate hazards such as droughts Experience gender inequalities	· Poor · Lack of access to means of production · High unemployment · Migration to urban areas in search of job opportunities	· Support micro, small and medium enterprises (MSMEs), for youth to engage in aggregation, value addition and marketing also incorporating renewable energy · Create employment opportunities for youth · Leadership training · Representation in PFS/FFS management committees	9000 (30 per cent youth)

	Total number of beneficiaries			30,000

3. Institutional analysis

119. **Ministry of Social Affairs, Family and Promotion of Women Development (MSAFPWD)** is responsible for implementation of gender policy and the strategy for the development of rural women. It is also in charge of indigenous people who are a target group in PRODESA.
120. **Ministry of Culture Tourism and Environment (MCTA)** has the overall responsibility for the coordination of the environmental policies, particularly in the areas of biodiversity, environmental technologies, climate change and environmental education. The Ministry will make sure that relevant policies, institutional and legislative frameworks, and other important elements are ready to support the implementation of project activities. The MCTA, through the National Directorate for Environment and Climate Action, will be the lead of Angola Government Counterpart and coordinating agency of the project.
121. **Ministry of Agriculture and Fisheries (MINAGRIP)** is responsible for agricultural, rural development, Fisheries, and the forestry sector. Its mission is to undertake the design and implement agricultural and food security policy, ensure sustainable rural development, oversee the welfare of rural communities, as well as ensure sustainable fisheries and aquatic biological resources and forestry. MINAGRIP will participate in the project through its Agrarian Development Institute (IDA) which is responsible for defining and implementing extension services to support small farmers through the Provincial Agriculture Offices and the Agrarian Development Stations (EDA).
122. **Ministry of Energy and Water (MINEA)** is responsible for energy and water management policies. The provinces where the project will be implemented are suffering from drought and this ministry has programs to fight drought that can be used to leverage the activities of the project.
123. The Centre for Tropical Ecology and Climate Change (CETAC): Under the MCTA, the CETAC hosted in Huambo province has the main role focus on capacity building and environmental research related to water resources, soil, climate change, and other's themes. It will support the project in terms of scientific research.
124. **Provincial Directorate of Environment, Waste management and Community services.** The Provincial Directorate has the role to implement at provincial level the environmental policies. They will be the key liaison entity of the provincial governments in accompanying the project.
125. Provincial Directorates for Agriculture and Forestry: They will be closely articulated with the provincial IDA regarding the involvement of the municipal EDAs in the project's implementation.
126. Office for Administration of watersheds of Cunene, Cuvelai, and Cuando Cubango (GABHIC): GABHIC is responsible, under MINEA, for integrated management of natural resources in the watersheds in Angola side and member of the Permanent Joint Technical Commission of Cunene River Basin. GABHIC will be part of the project in the planning of integrated activities in the basin.
127. National Institute of Meteorology and Geophysics (INAMET): INAMET is the national institution in charge of monitoring the weather and climate. It is also a research organization which provides scientific services in the fields of meteorology and geophysics under the Ministry of Telecommunications and Information Technologies (MTTI). INAMET ensures the functioning of the network of Automatic Weather Stations (AWS) and conventional observations of atmospheric parameters, carrying data storage, processing, and dissemination. INAMET is represented across the country through its provincial departments. INAMET will be engaged by a partnership to encourage the sharing of geographic data to contribute to Early Warning Systems
128. Civil Protection and Fire Service (SPCB): Civil Protection and Fire Service (SPCB), under the Ministry of the Interior, is responsible for intervening in situations of responses and prevention of natural disasters. The SPCB will support the project in actions related to field interventions to reduce natural hazards.
129. Provincial Governments: Mostly through the interfaces of the provincial directorates of MCTA and MINAGRIP, provincial governments will be engaged in the planning and implementation of the project and support its activities. They will support the project in all its phases and will ensure linkage with local development strategies. They are key beneficiary of project's capacity building interventions. One important fact to refer is that, at local level has different consultation councils like, community auscultation council, social concertation council, community oversight council.
130. Municipal Governments: Together with provincial governments, the municipal governments will be working on the project's execution and provide support throughout the entire time of its implementation and planning. The municipal administrations are also a key project beneficiary.
131. Traditional Authorities: They will be supporting the project's implementation in a role as mediators, enabling communication between local groups engaged in the project. They will also monitor the project's activities.
132. **Water Management:** Water Resource Management Under Changing Climate Angola Water Partnership Water Governance-Influencing Policy in Angola **Agriculture Management** Agricultural Economy and Policy Angola Country Programming Framework: 2013-2017 Resettlement Policy Framework: Smallholder Agriculture Development and Commercialization: 2015 **Disaster Risk Management/Reduction** Sendai Framework for Disaster Risk Reduction 2015- 2030 Climate Change Adaptation Climate Change Adaptation. Water efficient and adaptable livestock breeds and crop varieties Development Plan of the Agriculture Sector (2018 - 2022) Decree No. 15/18 of 25 January) on animal breeds and crop varieties.

Potential concrete Adaptation Interventions	National Regulations and Technical Standards to be complied with
Construction and Rehabilitation of water infrastructure	Water Law (Law no. 6/02 of 21 June). Decree No. 82/14 of 21 April. Environ. Law (Law No. 5/98 of 5 June). EIA (Decree No. 51/04 of 23 July) Environ. Licensing Regulation
Solar driven boreholes	National Biodiversity Strategy and Action Plan (Resolution n. ° 42/06 de 26 de July). Strategic Plan of Conservation Areas. Law of Forest and Wildlife (6/17 of 24 January). The Iona/Skeleton Coast Trans frontier Conservation Area (Resolution 41/06 24 July)
Value addition and processing equipment for specific Value chains	Export Diversification and Import Substitution (PRODESI- Presidential Decree 169/18) Program to Support agriculture Credit (PAC) (Presidential Decree No. 159/19)
Conservation Agriculture (CA)	Development Plan of the Agriculture Sector (2018 - 2022).
Water efficient and adaptable livestock breeds and crop varieties	Decree No. 15/18 of 25 January) on animal breeds and crop varieties. Executive Decree 574/17 Executive Decree No. 388/17 Executive Decree No. 387/17 Executive Decree No. 386/17 Decree that approves the Biosafety Regulation (Decree No. 62/11 of 14 April)

Enhancement of ecological infrastructure	The national policy of environment is the environmental Law (No. 5/98 of 5 June The Law of Forest and Wildlife (6/17 of 24 January) contain several points that address this issue.
Early warning systems	The National Institute of Meteorology and Geophysics (INAMET), (Presidential decree 230/14 of 4 September)
Institutional capacity building and strengthening	National Plan Capacity building under of Ministry of science and technology.

133. **Institutional Framework for E&S management** - The Ministry of Culture, Tourism and the Environment is responsible for the development and coordination of the country's environmental policy and for implementing the PNGA. As the primary authority responsible for the implementation of the Environment Framework Law, No. 5/98, the Environmental Licensing Law, No. 59/07, and all associated Regulations, the Ministry is also responsible for the review and regulation of EIAs

134. Water User Associations who will be responsible for the operation and management of the water infrastructure (wells, boreholes, water points) introduced by the project will be supported with training in organizational management, which will include the setup of a payment system for the use of water and/or technologies. The fees collected will be managed by the WUAs to have a financial reserve for repairs or replacement of technologies when necessary. Financial management systems of the water infrastructure will be built on existing models and systems in Angola, where community members pay a small fee for the use of water, which allows for having funds available for maintenance and repair of infrastructure. WUAs will be the managers of these systems, and their capacities will be built accordingly. In Angola, this is defined by the "Modelo de Gestão Comunitária de Água (MoGeCA)" (Ministry of Water & Energy, UNICEF) which covers the principles for community management of water, including cost recovery and sustainability and describes the roles of all stakeholders in the processes.

135. Angola has submitted its first Intended Nationally Determined Contribution (INDC) later NDC in 2016 and has updated its NDC and resubmitted it in 2021. Angola has also prepared a National Adaptation Plan (NAP) which included 18 prioritised adaptation options. Angola has also prepared four Nationally Appropriate Mitigation Actions (NAMA) namely, Forestry, Waste, Climate Resilient Energy Access, and Rail Academy NAMAs, although they didn't grant resources from the NAMA facility.

136. Angola ratified the United Nations Climate Change Convention (UNFCCC) in 2000 and the Kyoto Protocol in 2007, reaffirming its commitment to the implementation of measures and programs to stabilize greenhouse gas (GHG) emissions. In May 2000, the country ratified the Montreal Protocol to the Vienna Convention. Angola is also a signatory to the United Nations Convention on Combating Drought and Desertification (UNCCD), the Convention on the Conservation of Wild Migratory Species (CMS), the Convention on Biological Diversity (CBD) and the Stockholm Convention on Persistent Organic Pollutants (POPs). Angola is also part of the Law of the Sea Convention.

4. Environmental and social category

137. The Project's potential negative environmental and social effects are limited and site-specific, and therefore the environmental and social categorization is moderate. Given the environmental management thrust of the project, the expected environmental impacts are predominantly positive. Potential negative social impacts emanate from the temporarily or structurally reduced access to natural resources, particularly grazing land. The project is deploying participatory methods to ensure these effects are recognized and minimized and that alternatives are offered to those people affected.
138. Near the target area, Cuando Cubango province in Angola is home to two national parks. The potential and indirect risks related to the protection of ecosystems and to the natural habitats may occur because they border around the project's target areas in the municipalities and peri-urban areas. The Cuando Cubango river which causes flooding in the project area, will have minimal construction in or around its banks. The materials or waste products which may go into the river and its surroundings shall not obstruct the volume or direction of the river flow. The Water harvesting structures proposed will not adversely affect in any way the flora and fauna in the project site. The potential risk related to the solar-pumped boreholes, water harvesting and storage infrastructure such as simplified water tanks and micro-irrigation systems may result in the interference with the flora and fauna. The possibility and presence of a labour force and construction equipment, when necessary, could have a minor impact on the target sites. The project will otherwise be actively improving or otherwise protecting natural ecosystem services through outcomes 1.1, 1.2 and 2.1 of the projects. Also, the presence of labour and construction equipment, could have an impact on the fauna and flora on certain intervention sites. Not forgetting water capture and retention systems under outcome 1.2 could have an impact too as such the risk cannot be assessed at this stage. Besides, the implementation of water points, solar-pumped boreholes, and other activities of buildings that require concrete actions on the ground may result in the vegetation and wildlife habitats provisional or definitive destruction in the implantation site and can create tensions with farmers living around. To address this, the project will ensure that the appropriate regulations and standards will be adhered to for sustainable environmental protection.
139. A focus will be on employment creation for youth, household mentoring, observe ILO guidelines on child labour. During project preparation, consultations and studies will be carried out to consider the needs of local populations and to prevent environmental and social risks that could be linked to the implementation of the planned activities. To prevent and manage potential grievances that may arise during and after its implementation, the project will establish a grievance mechanism. This mechanism provides an access point for individuals, communities, and other relevant stakeholders to submit complaints. It will also record and process all complaints relating to the project's activities, results, or impacts. The proposed mechanism is intended to be rapid, effective, participatory, and accessible to all stakeholders, to prevent or resolve conflicts through negotiation, dialogue, joint investigation, etc. It will handle complaints related to the compliance of the project activities and impacts with environmental and social safeguards as well as fiduciary and legal aspects (grant agreements, contracts, etc).

5. Climate risk category

140. The Project's potential negative environmental and social effects are limited and site-specific, and therefore the environmental and social categorization is moderate. Given the environmental management thrust of the project, the expected environmental impacts are predominantly positive. Potential negative social impacts emanate from the temporarily or structurally reduced access to natural resources, particularly grazing land. The project is deploying participatory methods to ensure these effects are recognized and minimized and that alternatives are offered to those people affected.
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6. Recommendations for project design and implementation

143. The project mainstreaming issues will be implemented across all project components to address the identified gaps.
144. **Component 1: Drought resilient crop livestock farming:** PRODESA will address issues of food and nutrition security as well as reduction in rural poverty while enhancing the resilience capacities of small-scale farmers. The project will provide gender equality by increasing women's access to agricultural production through institutional capacity in terms of disaster risk management and drought preparedness as well as the development of drought resilience plans (subcomponent 1.1.). The project will also provide investments smallholder crop/agro pastoralist pastoralists organisers in Farmer Field Schools (FFS) and Pastoral Field School (PFS). Women will consist of 50 percent per cent, youth 30 per cent, PWD 5 percent, Ex-combatants, and 0.1 per cent indigenous people as part of FFS/ PFS and community based natural resources groups.
145. PRODESA (i) develop skills for crop small scale farmers, agro-pastoralists and pastoralists (including men women, youth, PWD, ex combatants, indigenous people) on disaster risk management and drought preparedness and develop community drought resilience plans (sub-component 1.1); (ii) provide economic empowerment, particularly for women, through training in GAPs for PFS/FFS (including men women, youth, PWD, ex combatants, indigenous people) for increased production of nutrition dense, drought resilient varieties for nutrition and diet diversity and marketing of surplus (Component 1); (iii) develop women and youth skills in FFS, PFS and micro enterprises (sub-component 1.2); (iv) capacity building for women subgroups for knowledge sharing on Conservation Agriculture and GAP practices (sub-component 1.2) for increased productivity, production, nutrition and diet diversity and marketing of surplus (Component 1); (v) raise awareness of labour saving technologies to reduce drudgery; through solar powered boreholes, energy efficient stoves (Component 1), (vi) promote women's economic empowerment through promoting women as producers and involvement in PFS/FFS and MSMEs, (Component 1 and 2); (vi) improve the participation of women in decision-making through adhering to the 50% quota for women participation In FFS/PFS, Community natural resources groups (Component 1), (vii) improve women and youth functional literacy and numeracy training as part of FFS/PFS (component 1); (viii) invest in water infrastructure to improve water supply for both domestic and irrigation use. This reduces the time women and girls spent on fetching water and will allow improvement on nutrition and health status of the target group (sub -component 1.3); (ix) hire a social inclusion expert for PRODESA (component 3) and conduct gender sensitisation through Gender Action Learning System (GALS) for FFS/PFS, with emphasis on benefits relevant for women, youth, PWD and ex-combatants (sub component 1.2).
146. **Component 2: Improved connectivity and access to markets:** The project will (i) enhance youth and women participation through training in micro-enterprises, to engage in aggregation, value addition, and marketing incorporating renewable energy (Component 2); (ii) Strengthen Women, youth, PWD and ex-combatants in PFS/FFS in business and entrepreneurial skills for develop of non-farm activities such as apiculture, aquaculture, inputs, transportation, marketing for women and small livestock development (sub-component 2.1). Indigenous people inclusion will be elaborated at design.
147. There is an opportunity for mobilising supplementary resources from climate and environment funds, especially the Adaptation Fund (AF), the Global Environment Facility (GEF).
148. **Gender strategy:** PRODESA will adopt a gender mainstreaming approach on promotion of (i) economic empowerment, (ii) women's representation in decision making in FFS, PFS, community natural resources groups and water point committees (iii) equitable workload balance and equitable access to economic and social benefits through Gender Action Learning System (GALS)^[85] social mentoring, that will be incorporated in FFS and PFS curriculum and (iv) monitoring changes in norms and values around gender equality. Women's Empowerment in Agriculture Index (WEAI) survey results will inform the gender strategy. The trainings will be conducted close to women's homes, with child-care arrangements to facilitate women's participation. Direct targeting will ensure a 50 per cent quota for women's participation across project activities. A gender and social inclusion expert will be hired as Project Management Unit staff.
149. **Youth strategy.** The project will seek to address the challenges faced by youth including limited access to productive assets and inadequate skills through targeting 30 per cent youth participation across project activities and components. The youth will be encouraged to participate in the development of community drought resilient plans. In the area of forest management, youth will be encouraged to take up beekeeping. Women and youth will be empowered to take up decision making positions in management committees of P/FFS. Youth will benefit from functional and financial literacy, leadership training and GALS to take advantage of micro enterprise business opportunities. Local youth will be trained in basic operation and maintenance of boreholes and will be equipped with a basic tool kit to perform this function. The project will explore capacity building support for young women and men to engage in marketing related micro and small businesses in transport, aggregation, packaging, commercialization in terms of capacity building and small equipment. The project will implement policy dialogue areas with a focus on gender and youth inclusion in areas such; drought management, water governance, and nutrition sensitive agriculture, with the aim of availing an enabling environment for achieving and scaling up the results. Youth will be empowered to literacy and numeracy training as well as use of digital technologies.
150. **Nutrition strategy.** PRODESA will promote nutrition dense drought resilient pro women varieties and the utilisation of traditional crops, neglected and underutilised species, to make the value chains by FFS and PFS nutrition sensitive. The project will focus on increased market access, income, and better dietary diversity to be associated with nutrition education and Social and Behaviour Change Communication (SBCC) activities. The project will also take advantage of women's empowerment pathway to improve nutrition, since women use their income for household food and energy expenditures to improve family nutrition. Nutrition interventions could include: promotion of climate and nutrition sensitive production, empowerment of women through income generating projects, encourage crop dietary diversity through growing and consumption of diversified diets, including indigoids foods, diversified livestock production (especially small ruminants adapted to harsh weather), coupled with Social Behaviour Change Communication (SBCC) to support communities to improve infant and young children feeding practices and nutrition education and integrated homestead gardens; school gardens and fruit trees; promotion of traditional crops, neglected and underutilised species, drought resistant nutrient dense varieties, develop capacity of farmers on post-harvest loss reduction, business services development, labour saving technologies, sharing of knowledge and training on health and hygiene, promotion of irrigation and

rainwater harvesting, enhance access to markets, develop resilience building including employment creation in rural areas and promote the integration of agriculture, food security and interventions in climate change, adaptation, mitigation plans to promote conservation agriculture, environment management and building community capacity to climate risks.

151. Entry points for social inclusion issues in the project includes the following:

- There is need for consistency in monitoring, starting with the baseline (WEAI) and proper tracking of gender disaggregated data to capture the changes being brought about by the project.
 - Women require capacitation in leadership skills for effective participation in decision making roles.
 - Implementation of GALS through FFS/PFS is critical for the achievement of workload balance among household members and would require a service provider to conduct TOT and roll out strategy
 - The budget should ensure that there is an adequate budget for Gender and Social inclusion
 - There is need to link/integrate gender-climate and nutrition intervention
 - The project will hire a targeting and Social Inclusion expert in the PMU
1. Since the targeted area is highly vulnerable to negative climate change impacts. Climate smart technologies such as drought tolerant varieties, water harvesting, and diversified livelihoods will contribute to reducing vulnerability and increase resilience of the targeted communities.
 2. Capacity of extension workers and farmers through farmer field schools (FFS) on sustainable use and management of ecosystems and natural resources is pertinent. This will enable to development of local based landscape, water, and resilience plans. Better land and water-use planning as part of integrated environmental management will contribute to increase resilience.
 3. Community management plans developed through FFS can include disaster risk reduction (drought and floods), appropriate management of inputs, soil conservation, management of fragile ecosystems and biodiversity species relevant for conservation.
 4. The input supply systems can be incorporated in the seed production activities to promote community multiplication areas of selected varieties or commercial multiplication.
 5. PRODESA should consider environmental management training for technicians (MINAGRI and MINAMB) at provincial level should be provided to promote adequate environmental performance to the project and transfer knowledge to farmers on natural resources management.
 6. Entry points for IFAD to support Angola in meeting the NDC targets include the following:
 - Promotion of renewable energies at community level including in agricultural productivity and processing activities, which will also reduce the deforestation rates.
 - Support to the smallholders for reforestation and agro-forestry interventions as well as soil fertility management and to enhance the carbon content of the soils.
 1. There is an opportunity for mobilising supplementary resources from climate and environment funds, especially the Adaptation Fund (AF), and the Global Environment Facility (GEF).

152. [85] A household methodology used to address the norms and values consisting of the root cause of gender inequalities between men and women.

7. Further studies needed

153. The following studies were prepared during project design:

1.
 1. Environment, Climate and Social Management Framework (ESCMF),
 2. Environment, Climate and Social Management Plan (ECSMP),
 3. Targeted Adaptation Assessment (TAA)
 4. FPIC implementation plan (FPIC)
 5. Grievance redress mechanism (GRM) and
 6. Stakeholder Engagement Plan (SEP)
 7. Labour management Plan

154. The developed ECSMP matrix attached will be used as a monitoring plan that will include monitoring parameters, frequency of monitoring, and responsibility for monitoring, timelines, and costs. The targeting approach and strategy of PRODESA include considerations on how the choice of value chain commodities and steps within the value chain prioritize pro-poor outcomes. A gender analysis of potential value chains should be planned, and the strategies and measures for promoting gender transformative approach should be clearly identified. Detailed analysis of the specific constraints that the youth experience along the selected value chains and how the PRODESA will tackle these challenges would contribute to a clear strategy on social inclusion. A complete situation analysis on nutrition, assessment of the nutritional needs of different age groups, the adequacy of dietary intake, food habits, feeding and caring practices, including food availability (sources of food), accessibility (markets), affordability (price and income) and different coping strategies, will be carried out.

8. Monitoring and evaluation

155. The programme will use M&E indicators in the logical framework to measure climate resilience, natural resources management (NRM) practices, and nutrition aspects, including gender and youth issues. All people-centred indicators will be disaggregated by sex and age, including further disaggregation by pastoral people. Peoples and disability, where possible. A monitoring plan will be developed to identify monitoring indicators at different levels, parameters to monitor, frequency of monitoring, responsibility for monitoring, and cost. Key responsibilities and monitoring for designing and implementing environmental and social safeguards measures are identified within the ESCMP matrix (Table 4). The FAO EXACT Tool GHG emissions accounting will be used to account for emissions. Initial calculations will be done during design. Procurement actions and budget related to SECAP will be monitored by PMU and IFAD. A joint monitoring framework will be established, with African Development Bank (AfDB) allowing for shared responsibilities in tracking climate, environmental, and social impacts across all project components, ensuring that both IFAD and AfDB-funded activities are effectively monitored. Both IFAD and AfDB components must adhere to aligned environmental and social safeguard standards, such as the SECAP guidelines for IFAD and the AfDB Integrated Safeguard System

9. References

156. [1] According to the 2014 general census, the country's population is estimated at 33,933,611 inhabitants (2021) spread over the country's 18 provinces. (INE, 2014, General Census)
157. [2] National Institute of Statistics (INE).
158. [3] Angola-United Nations Population Fund (UNFPA), 2023, World Population Prospects 2022 revision. United Nations Population Division, 2022
159. [4] The national fertility rate is the seventh highest in the world in 2023 (United Nations Population Fund (UNFPA), 2023. State of World Population Report, 2023).
160. [5] Angola-World Food Programme (WFP), 2019, Interim Strategic Country Plan – Angola (2020-2022)
161. [6] The teenagers involved are between 15 and 19 years old.
<http://documents.worldbank.org/curated/en/337691552357946557/pdf/angola-scd-03072019-636877656084587895.pdf>
162. [7] World Bank, "Angola », 2021. Available at:
163. https://documents1.worldbank.org/curated/en/099926110132214008/pdf/IDU0433ca40c00d02045_920b77e0fbc5442788c1.pdf.
164. [8] <https://openknowledge.worldbank.org/bitstream/handle/10986/34057/Angola-Poverty-Assessment.pdf?sequence=4>
165. [9] United Nations Development Programme (UNDP), 2022. *Rapport sur le développement humain, 2021/2022*.
166. [10] in Cuando Cubango, vulnerability is 38.6 per cent in urban areas and 83.4 per cent in rural areas; for Moxico 31.6 per cent in urban areas and 84.2 per cent in rural areas (World Bank 2020)
167. [11] https://ophi.org.uk/wp-content/uploads/Angola_PM_2020.pdf
168. [12] The poverty prevalence in Cuando Cubango is 31 per cent urban and 61 per cent rural. Poverty prevalence in rural Mexico is 74 per cent compared to 32 per cent in urban areas.
169. [13] World Bank, 2000; Angola Poverty Assessment
170. [14] 1.58 million households in Angola require food assistance in 2022 due to the 2021/22 drought in the South of Angola
171. [15] Small-scale farms produce rainfed food crops on plots with an average size of 2 to 3 hectares. Small household plots do not exceed 0.2 hectares in irrigated areas (AfDB, 2022)
172. [16] IFAD, Angola 2023.
173. [17] World Bank, « Angola », *Poverty & Equity Brief, Africa Eastern & Southern*, avril 2023.
174. Available at :
175. https://databankfiles.worldbank.org/public/ddpext_download/poverty/987B9C90-CB9F-4D93-AE8C-750588BF00QA/current/Global_POVEQ_AGO.pdf.
176. [18] UNICEF, *Childhood in Angola: A multidimensional Analysis of Child Poverty*, 2018. Disponible à l'adresse suivante : www.unicef.org/esa/reports/childhood-angola.
177. [19] INE, Multiple Indicator and Health Survey (MISI) 2015-2016.
178. [20] World Economic Forum, 2022; Gender Gap report
179. [21] <https://hdr.undp.org/sites/default/files/Country-Profiles/AGO.pdf>

180. [22] Women make up 51.2% of Angola's estimated population of 33 million in 2022 (National Institute of Statistics, 2023).
181. [23] Employed and unemployed persons aged 15 and over.
182. [24] https://en.wikipedia.org/wiki/Education_in_Angola
183. [25] In 2022, the overall unemployment rate was 29.6% (Angola-National Institute of Statistics-INE, 2023, Statistics 2022)
184. [26] National Institute of Statistics INE, 2023
185. [27] Institute for Security Studies; Jenny Clover (2005) and Food and Agriculture Organization of the United Nations (FAO) (2014).
186. [28] World Bank (2022) RECLIMA - project Information Document
187. [29] The field visits revealed a very high concentration of farmers around the water points: the sites with 10 farming families at the beginning of their activities have grown to more than 100 families on the same areas that have been exploited for years, creating a risk of conflict with the constant arrival of new farmers.
188. [30] Angola does not have an age definition; however, Angola is a signatory to the African Charter which defined youth as 15 to 35 years of age.
189. [31] World Bank <https://data.worldbank.org/indicator/SL.UEM.1524.ZS?locations=AO>
190. [32] The unemployment rate at the national level was 31.6% in the second quarter of 2021 (AfDB-Angola, 2022, op.cit. pv). The unemployment rate at the national level was 31.6% in the second quarter of 2021 (AfDB-Angola, 2022, op.cit. pv)
191. [33] Tradingeconomics.Com | Instituto Nacional De Estatística, Angola, 2022.
192. [34] Women account for 87.9 per cent of informal employment compared to 72.3 per cent of men (National Institute of Statistics INE, 2023)
193. [35] World Directory of Minorities and Indigenous People
194. [36] World Bank 2021, ADSWA proposal
195. [37] INE 2014;, General Census
196. [38] INE survey 2014
197. [39] Convention on the Right of Persons with Disabilities (2017) Angola
198. [40] <https://data.unhcr.org/fr/country/ago>
199. [41] <https://www.globalhungerindex.org/angola.html>
200. [42] UNICEF Angola information fliers 2022
201. [43] <https://data.worldbank.org/indicator/SH.STA.WAST.ZS?locations=AO>
202. [44] <https://data.worldbank.org/indicator/SH.STA.OWGH.ZS?locations=AO>
203. [45] Global Nutrition Report (2021), Angola
204. [46] Ibid.
205. [47] World Bank (2011) Angola Nutrition Gap Analysis
206. [48] Ibid.
207. [49] [https://reliefweb.int/report/angola/angola-food-insecurity-emergency-appeal-no-mdrao007#:~:text=Food%20insecurity%20analysis%20conducted%20in,IPC%20Phase%204%20\(Emergency\).](https://reliefweb.int/report/angola/angola-food-insecurity-emergency-appeal-no-mdrao007#:~:text=Food%20insecurity%20analysis%20conducted%20in,IPC%20Phase%204%20(Emergency).)
208. [50] <https://www.unicef.org/angola/agua-saneamento-e-higiene>
209. [51] <https://data.worldbank.org/indicator/SH.DYN.AIDS.ZS?locations=AO>
210. [52] <https://data.worldbank.org/indicator/SH.STA.DIAB.ZS?locations=AO>
211. [53] <https://globalnutritionreport.org/resources/nutrition-profiles/africa/middle-africa/angola/>
212. [54] The government has allocated approximately USD 562,540 through the Ministry of Social Action, Family and Women's

Empowerment, to ensure the availability of food and staple foods to vulnerable families across the country (AfDB, 2022)

213. [55] <https://www.worldatlas.com>
214. [56] [Angola Maps & Facts - World Atlas](#)
215. [57] [Geography of Angola - Wikipedia](#)
216. [58] "Background Note: Angola". U.S. Department of State. December 2001. Archived from [the original](#) on June 5, 2002
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228. [70] A household methodology used to address the norms and values consisting of the root cause of gender inequalities between men and women.

ESCMP Matrix

Environmental, Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase [1]	Means of Verification/ Indicators	Frequency of Verification	Cost Estimate
ENVIRONMENTAL RISKS AND IMPACTS						

Environmental, Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase^[1]	Means of Verification/ Indicators	Frequency of Verification	Cost Estimate
Degradation of forest resources and vegetation due to construction and overgrazing	Discourage cutting of mature trees by awareness raising. Ensure protection of buffer zones along rivers by awareness raising Promote agroforestry through technical training. Promote afforestation, reforestation, and agroforestry in public forests and on farmlands. Where necessary, animal numbers should be limited to environmentally sustainable levels. Control grazing periods on specific areas Mix livestock species to maximize use of vegetation resource. Introduce reseeding and fodder production. Where possible, promote Cut-and-carry (zero grazing) livestock feeding system	Stakeholder engagements in meetings and field visits training of Farmers and extension workers	PMU +MINAMB experts + IDA/EDA Local extension workers + service providers	Inspection, visual observations, pictures, geo mapping	Quarterly	Project implementation costs
Rampant Wildfires	Raise awareness about fire safety and responsible land management to prevent human-caused forest fires. Implement sustainable forest management practices, such as thinning and creating fire-resistant zones, to reduce the risk of intense wildfires. Implement well-planned and controlled burns to reduce fuel loads and create firebreaks, preventing the spread of large wildfires.	Stakeholder Engagement Awareness raising sessions	PMU + MINAMB + Local Communities	No. of wildfires reported per area	Monthly for the first 2 years and quarterly thereafter	Project implementation costs
Deterioration of soil health and nutrient depletion	Promote efficient irrigation methods, such as drip irrigation, to minimize water waste and prevent salt accumulation. Implementing effective drainage systems can remove excess water and salts from the soil, reducing salinity levels. Promote saline resistant crops. Practise crop rotation and crop diversification to help restore soil fertility by using plants with different nutrient requirements. Encourage plantation of leguminous varieties for nitrogen fixation Practise composting organic waste to add nutrients and improve soil structure. Promote the use of compost, manure, and other organic fertilizers to help provide essential nutrients in a slow-release manner.	Stakeholder engagements in FFS training and field visits	PMU + IDA/EDA + local extension workers+ FFS	Geo maps, observation, pictures, inspection	Quarterly	Project implementation costs

Environmental, Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase ^[1]	Means of Verification/ Indicators	Frequency of Verification	Cost Estimate
Soil compaction	Minimize use of heavy machinery and control their movements and other equipment and movements away from designated transportation and operational areas. Avoid unnecessary vehicular and machinery movements as much as possible. Reclaim and re-vegetate excavation sites once work is completed to reduce run off.	Stakeholder engagements in FFS training and field visits	PMU + IDA/EDA + local extension workers+ FFS	Geo maps, observation, pictures, inspection	Quarterly	Project implementation costs
Soil erosion	Through FFS, promote good agricultural practices (GAPs) including. Cultivating fields along the contour of the land reduces water flow and erosion (contour farming) Proper design and layout of furrows or fields avoiding too steep a gradient (land levelling). Plant cover crops between cash crops to help improve soil health and reduce erosion. Planting different crops in alternating strips can slow down water flow and reduce erosion. Promote sustainable land management practices e.g. reforestation and agroforestry Design of terraces on hillside minimizing surface erosion hazard. Minimizing tillage in helps maintain soil structure, enhancing its ability to absorb water and reduce runoff	Stakeholder engagements in FFS training and field visits	PMU + IDA/EDA + local extension workers+ FFS	Geo maps, observation, pictures, inspection	Quarterly	Project implementation costs
Conversion of Natural Habitat and	Conduct feasibility studies before construction Critical habitats (wetlands, culturally protected areas, unique and special habitats), or any areas protected by law should be established and avoided. Site selection examining alternatives which minimize environmental effects should be affected. Promote sustainable agriculture, forestry to minimise habitat loss and fragmentation. Promote habitat restoration after construction activities to recover ecosystem services and biodiversity (planting more trees and other vegetation types) where possible, the clearing of vegetation, particularly of indigenous trees be avoided as much as possible during construction, and the clearing needs to be carried out only where necessary. monitor impacts on biodiversity and promote biodiversity-friendly practices.	Stakeholder engagements in meetings and field visits training of Farmers and extension workers	PMU +MINAMB experts + IDA/EDA Local extension workers + service providers	Geo maps, observation, pictures, inspection	Annually	

Environmental, Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase^[1]	Means of Verification/ Indicators	Frequency of Verification	Cost Estimate
Habitat Fragmentation	Siting of project should aim to minimize loss or avoid encroachment on most sensitive or critical areas. Facilitate rehabilitation of degraded areas to restore connectivity between fragments. Create wildlife corridors for movement and plant native vegetation along edges to increase connectivity for wildlife. Promote sustainable irrigation practices and water-efficient irrigation techniques to minimise impact on surrounding ecosystems	Stakeholder engagements in meetings and field visits training of Farmers and extension workers	PMU + MINAMB experts + IDA/EDA Local extension workers + service providers	Geo maps, observation, pictures, inspection	Annually	
Reduced Water Quality and changed Water Flows	Maintain safe distance (30 feet) between latrine and water sources. Maintain safe distance between livestock sheds and kitchen. Promote hygienic practices, including hand washing. Take corrective action when water contamination established	Project Coordination, Province, Municipal, Environment Departments	PMU + MINEA + IDA/EDA experts + Extension workers + service provider	Change in chemical and biological water quality No/ reported pollution events	Bi-annually Annually	Project implementation costs
Generation of solid and wastewater due to excavations during construction and agro processing	Avoid and minimize use of hazardous materials. Ensure adequate waste management mechanisms for both solid and liquid waste. - The solid wastes must be appropriately transported to an identified site for disposal. - Promote water management systems with capturing of wastewater and disposal to designated collection points. Educate and sensitize the workers on appropriate management measures for such wastes and that they must be responsible for their own environments	Stakeholder engagements during meetings with service providers and field visits	PMU + Service Providers	Change in chemical and biological water quality No. reported. pollution events	Quarterly	Project implementation costs
Construction risks of spills (oil, lubricants), dust, noise, waste Noise and Dust Pollution	Communicate project plans, timelines, and potential impacts to community members. Involve community members in the planning and decision-making process. Highlight the economic and social benefits of the project for the community. Utilize locally sourced and recycled materials to reduce transportation impacts. Employ environmentally friendly techniques, such as low-emission equipment and dust control measures	Stakeholder engagements during meetings with service providers and field visits	PMU + Service Providers	Physical inspection of changes on the construction areas	Daily during construction	Project implementation costs

Environmental, Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase ^[1]	Means of Verification/ Indicators	Frequency of Verification	Cost Estimate
Increased competition over natural resources	Promote adoption of drip irrigation or other precision irrigation techniques such as porous pipes. Promote rainwater harvesting systems. Promote solar systems	Community based management training Stakeholder engagement in meetings and field visits	PMU + MINAGRIF + MINAMB + Extension workers	Size of area and species affected	Annually	Project implementation costs
Overexploitation of water for irrigation	Water Conservation - Promote water-saving practices at household level, and at farm/garden level. Set limitations for withdrawal so that it does not exceed 'safe yields' (recharge rate) Promote drip irrigation so that water is delivered directly to plant roots, minimizing water loss through evaporation and runoff. Precision Agriculture where data and technology are used to tailor irrigation practices to specific needs of individual crops can further enhance water efficiency. Implement a holistic approach to managing water resources (IWRM ^[2]), considering all uses and stakeholders	Sustainable water resources management training For FFS and Extension workers	PMU + MINEA + IDA/EDA experts + Extension workers + FFS	Measurement of recharge rate against daily required quantities Physical inspection of water levels each season	Quarterly	Project implementation costs
Monoculture and loss of biodiversity	Encourage the use of local/indigenous varieties. Promote crop rotation. Protect forests and wetlands that are critical habitats for endangered species. Prohibit introduction of exotic species	Stakeholder engagement in meetings and field visits	PMU + IDA/EDA + local extension workers+ service provider + FFS	Number of species lost	Annually	Project implementation costs
Pest infestation and diseases	Better surveillance, monitoring and control of crop diseases and pests. Promote compliance with GGAP. Promote Integrated pest management (IPM). Promote use of varieties tolerant to pest infestation. Promote crop diversification. Promote use of pheromone trap;	Stakeholder engagement in meetings and field visits	PMU + IDA/EDA + local extension workers+ service provider + FFS	Inspection Training and sensitisation records IPM plan produced and implemented	Quarterly	Project implementation costs

Environmental, Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase^[1]	Means of Verification/ Indicators	Frequency of Verification	Cost Estimate
Pollution, environmental disruption and health hazards from diseases and pest control measures	Adequate siting of micro-enterprises outside residential and commercial areas. Minimal application of chemicals and other hazardous materials Promote water management systems with capturing of wastewater and disposal to designated collection points. Segregation of solid waste, avoidance and monitoring of banned/hazardous substances, Promote renewable energy technologies. Choice of chemical that is species-specific, short residence time (active period), and has low impact on other biologic resources. Protective measures for field workers. Spraying methods and timing to minimize potential of water pollution. Selection of disease-resistant crop varieties	Stakeholder engagements during meetings and field visits	PMU + IDA/EDA + local extension workers+ service provider + FFS	Record of awareness creation activities No. of procurement activities embedding environment and social safeguards	Annual	Project implementation costs
Disturbance of natural heritage, landmines)	Establish procedure for chance finds. Allow land expansion only to areas that have been certified landmine free in consultation with Government and NGOs that help with education and demining. Create public awareness of the dangers of landmines and risks of accidental detonations	Stakeholder Engagement	PMU + IDA/EDA + Local Leadership	No of chance findings	As and when necessary	Project implementation costs
SOCIAL RISKS RELATED RISKS AND IMPACTS						
Change in Context (Socio-political unrest)	Develop a comprehensive Disaster Risk Reduction and Management/contingency Plan. Use a tailored implementation approach to areas at high risk. Base all interventions on the vulnerability assessment recommendations for each project area	Stakeholder Engagements Participatory DRR planning	PMU + MINAGRIF + IFAD	National or provincial reports on current affairs	Annually	

Environmental, Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase ^[1]	Means of Verification/ Indicators	Frequency of Verification	Cost Estimate
Limited Stakeholder Participation	Make use of Stakeholder Engagement Plan and GRM to guide on proper stakeholder engagement. Conduct a continuous but intensive Stakeholder identification process. Conduct effective inception meetings at all levels introducing the purpose, nature, scale, duration, operational modalities, institutional arrangements, targeting, roles and responsibilities and benefits of the project. Sign result based MoUs or agreements/contracts. Regularly update stakeholders on project progress, discussing any obstacles or changes that arise to manage expectations. Handle grievances, misunderstandings, or expectations timeously	Stakeholder engagements in meetings, workshops, training sessions and written communication	PMU + MINAGRIF + IDA	No. of stakeholders engaged at national, provincial, Municipality, commune, and local levels	Monthly between inception and implementation, Quarterly thereafter	Project implementation costs
Procurement of goods and services from Suppliers not compliant with SECAP	Ensure Fair labour treatment in line with national laws and IFAD standards. - Ensure that all people recruited to work on the projects are recruited in an open and transparent manner without any biases, including gender biases. - It will be ensured that all employees are given contracts that clearly state the terms and conditions of work to minimise any chances of biases. - All workers will be provided with the right and appropriate personal protective equipment to safeguard them against possible preventable harm while the work environment will be made safe and secure. - To prevent child labour, it is a requirement that all people to be employed must have identity cards to show that they are above 18 years of age. - The realisation of child labour or forced labour will lead to immediate suspension of project activities funded by or through IFAD. - regular supervision missions while the projects are reported regularly. - Each project will have a grievances redress system (GRM) that will ensure that workers with grievances are addressed.	Stakeholder engagements in meetings and field visits	PMU, MINAGRIF	No of procurement documents embedding SECAP	Quarterly	Project implementation costs

Environmental, Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase^[1]	Means of Verification/ Indicators	Frequency of Verification	Cost Estimate
Disputes over exclusion and inequitable access and use of project benefits	Utilize community structures and local traditional administration to mobilize minority groups to participate in meetings and consultations. Ensure equal participation and involvement of all members in decision-making processes to foster a sense of ownership and responsibility. Establish clear membership criteria, rights, and responsibilities to ensure equitable access and decision-making. Implement systems for rotating equipment usage among members based on factors like crop type or farm size	Stakeholder engagements in meetings and field visits GRM hearing and feedback meetings	PMU + IDA/EDA + Extension Workers + Service provider + Local leadership	No. of reports on land disputes	As necessary	Project implementation costs
Occupational Health Safety Risks	Promote safe work through Standard Operating Procedures, training and awareness raising. - Prepare and require contractors to implement dam safety measures and actions during the project phases, as construction, supervision, and quality assurance - Prepare and implement Operation and Maintenance Plan (O&MP) and Emergency Preparedness Plan (EPP). Institute dust and noise suppression measures and noisy operations to be limited to certain times. Encourage and enforce the use of PPE. Supporting first-aid box and to provide minimal level of training. Enlisting the names and numbers of village doctors in nearby community places/shops. Encourage regular workplace cleaning	Training sessions with service providers and staff	PMU + IDA/EDA + Service provider	Number of reported accidents	Annually	Project implementation costs
General poor working conditions	Ensure contractors adopt principles of decent work and the associated work programme in Lesotho. Ensure grievance mechanisms are known and accessible to workers. Promotion of nutrition-sensitive meals during working hours Supporting first-aid box and to provide minimal level of training;	Stakeholder engagements during meetings and field visits	PMU + IDA/EDA + Service providers	Number of reported incidences	Annually	Project implementation costs

Environmental, Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase ^[1]	Means of Verification/ Indicators	Frequency of Verification	Cost Estimate
Community Health	Conduct community health awareness campaigns and disseminate preventative alternatives. Make use of straight or slightly curving lined canals or pipes to discourage vectors. Avoid stagnant or slowly moving water. Install gates at canal ends to allow complete flushing. Filling or draining of borrow pits along canals and roads. disease prophylaxis Provision of potable water supplies and sanitation facilities Provide protective equipment and/or medical supplies including disease prophylaxis	Stakeholder engagements in meetings and field visitsAwareness raising sessions	PMU + IDA/EDA + MINSA +Extension Workers	Number of reported incidences	Quarterly	50,000
Vulnerable groups excluded from decision making	Apply participatory methods to planning, implementation of various interventions that include vulnerable groups. Support their engagement in relevant decision making.	Stakeholder engagements in meetings and field visits	PMU + IDA/EDA + local extension workers +	Number of reported incidences	As necessary	Project implementation costs
Gender Based Violence (GBV) and SEAH	Set up a specific GBV and SEAH GRM for the project and implement GBV-SEAH protocol. Conduct awareness campaigns, and Codes of Conduct, including those on sexual exploitation and abuse Provide safe reporting mechanisms and support services with the help from department of law enforcement.	Stakeholder engagements in meetings and field visitsAwareness raising sessions	PMU + IDA/EDA + MASFAMU + MINSA	Number of reported incidences	As necessary + Quarterly reviews	50,000
Low Nutritional uptake	Nutrition promotion including awareness campaigns. There is need for a multi-stakeholder dialogue and action with related institutions such as health, education, environment, youth, women, and social affairs to ensure adequate monitoring and support	Stakeholder engagements in meetings and field visitsAwareness raising sessions	PMU + IDA/EDA + MINSA Extension Workers	MINSA records on children malnutrition	Quarterly	Project implementation costs

Environmental, Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase ^[1]	Means of Verification/ Indicators	Frequency of Verification	Cost Estimate
Human wildlife conflict	Ecotourism provide wildlife with a safe pathway (corridors) away from potential conflict hotspots, such as farms, Use bee or spiced fences to deter some animals from the fields and homes. Use solar powered electric fences to keep crop-raiding animals out of the fields.	Stakeholder engagements in meetings and field visits Awareness raising sessions	PMU + IDA/EDA + Extension Workers + Service provider + Local leadership + FFS	No. of conflicts in each period	Quarterly	Project implementation costs
CLIMATE CHANGE RELATED RISKS AND IMPACTS						
Vulnerability of target populations and ecosystems to climate variability and hazards	Provide downscaled drought and/or flood advisories to farmers including advising on flood proof infrastructure. Develop, resource, and disseminate a project specific disaster response plan. Support financing of smallholder farmers with climate adaptation financing to reduce vulnerability. Promote livelihood strategies and technologies adaptable to climate change (crop resistant to drought, saline and diversification of income sources) Identifying high ground/ appropriate siting for infrastructure development to mitigate flood risks. Introduce flexible and appropriate insurance packages in partnership with private sector	Stakeholder Engagements in meetings and field visits Awareness raising sessions	PMU + IDA/EDA + MINAMB	Climate reports, Met data observation, farmer reports	Quarterly	Project implementation costs
Emission of greenhouse gases	Promote healthy soil management e.g., through organic matter and cover cropping to improve water retention and reduce emissions. Promote intensive, afforestation, assisted restoration, regenerative agriculture practices and agro-forestry activities to sequester large amount of GHGs. Promote drought tolerant crops and varieties that require less water, minimizing water use and emissions. Implement water management strategies e.g., controlled drainage and alternate wetting and drying to optimize water use and reduce emissions.	Stakeholder Engagements in meetings and field visits Awareness raising sessions	PMU + IDA/EDA + local extension workers + service provider + FFS	Climate reports, Met data observation, farmer reports	Quarterly	Project implementation costs

Environmental, Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase^[1]	Means of Verification/ Indicators	Frequency of Verification	Cost Estimate
Pests and disease outbreaks	Better surveillance, monitoring and control of crop diseases and pests.	Stakeholder engagements in meetings and field visits training of Farmers and extension workers	PMU + IDA/EDA + local extension workers+ service provider + FFS	Climate reports, Met data observation , farmer reports	Quarterly	Project implementation costs

229.^[1] The overall implementation of this ESCMF lies with the PMU under the guidance of MINAGRIF as the responsible ministry, through IDA as the implementing agency and with technical assistance from EDA whose staff are on the ground at municipality and commune level. MINAMB is the custodian and superintendent of the ESCMF according to the national regulation.

230.^[2] Integrated Water Resources Management

Environmental and Social Safeguards Classification: Moderate

Environmental and Social Safeguards				
Biodiversity conservation	Yes/No	Likelihood	Consequence	Risk Rating
1.1 Could the project potentially involve or lead to conversion or degradation of biodiversity, habitats (including modified habitat, natural habitat and critical natural habitat) and/or ecosystems and ecosystem services?	Yes	Possible	Minor Minor impact on habitats. Impacts are temporary and confined to a small area of low ecological sensitivity or value.	Moderate
1.2 Could the project involve or potentially lead to activities involving habitats that are legally protected, officially proposed for protection, or recognized as protected by traditional local communities and/or authoritative sources (e.g. National Park, Nature Conservancy, Indigenous Community Conserved Area, ICCA, etc.)?	Yes	Possible	Minor Project is close to a protected area, and associated facilities may have an indirect impact unless the project is modified	Moderate
1.3 Could the project potentially involve or lead to an increase in the chance of human-wildlife encounters/conflict?	Yes	Possible	Moderate Conflict leads to some loss of livelihood or threat to wildlife, but this is not catastrophic	Moderate
1.4 Could the project potentially involve or lead to risks to endangered species (e.g. reduction, encroachment on habitat)?	No			Low
1.5 Could the project potentially involve or lead to impacts/risks to migratory wildlife?	Yes	Unlikely	Negligible No impact on migratory wildlife	Low
1.6 Could the project potentially involve or lead to introduction or utilization of any invasive alien species of flora and fauna, whether accidental or intentional?	No			Low
1.7 Could the project involve or lead to the handling or utilization of genetically modified organisms?	No			Low
1.8 Could the project involve or lead to procurement through primary suppliers of natural resource materials?	No			Low
Resource Efficiency and Pollution Prevention	Yes/No	Likelihood	Consequence	Risk Rating
2.1 Could the project involve or lead to the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	Yes	Possible	Negligible No proposed release of routine or non-routine pollutants.	Low
2.2 Could the project involve or lead to primary not environmentally sustainable production of living natural resources? (Note: this includes the cultivation or rearing of plants or animals, including annual and perennial crop farming, animal husbandry (including livestock), aquaculture, plantation forestry, etc)	No			Low

Environmental and Social Safeguards				
2.3 Could the project involve or lead to engagement in areas of forestry, including the harvesting of natural forests, plantation development, and/or reforestation?	Yes	Possible	Negligible The project will not involve engagement of forestry in any form	Low
2.4 Could the project involve or lead to significant consumption of raw materials, energy, and/or water?	Yes	Possible	Minor The project will require consumption of raw materials, energy, and/or water, but this will be a small component of the project, and impacts can be appropriately managed.	Moderate
2.5 Could the project involve or lead to significant extraction, diversion or containment of surface or ground water (e.g. construction of dams, reservoirs, river basin developments, groundwater extraction)?	Yes	Likely	Minor The project only needs a minimal amount of water. This can be obtained from existing sources, without the need for extension.	Moderate
2.6 Could the project involve inputs of fertilizers and other modifying agents?	Yes	Possible	Minor The project only requires minimal amounts of fertilizer	Moderate
2.7 Could the project involve or lead to procurement, supply and/or result in the use of pesticides on crops, livestock, aquaculture or forestry?	Yes	Possible	Minor The project only requires minimal amounts of pesticide.	Moderate
2.8 Could the project be located in an area which is being, or has been, polluted by an external source (e.g. a mine, smelter, industry)?	No			Low
2.9 Could the project involve livestock – extensive and intensive systems and animal products (dairy, skins, meat, etc.)?	Yes	Almost certain	Negligible The project does not involve livestock or fisheries.	Moderate
Cultural Heritage	Yes/No	Likelihood	Consequence	Risk Rating
3.1 Could the project be located in areas that are considered to have archaeological (prehistoric), paleontological, historical, cultural, artistic, and religious values or contains features considered as critical cultural heritage?	No			Low

Environmental and Social Safeguards				
3.2 Could the project directly or indirectly affect indigenous peoples' rights, lands, natural resources, territories, livelihoods, knowledge, social fabric, traditions, governance systems, and culture or heritage (tangible and intangible)?	Yes	Almost certain	Minor Minor impact to indigenous population. No damage to/or loss of access to indigenous land, assets, resources, and/or cultural heritage.	Moderate
3.3 Could the project involve or lead to significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No			Low
3.4 Could the project involve or lead to adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No			Low
3.5 Could the project involve or lead to alterations to landscapes and natural features with cultural significance?	No			Low
3.6 Could the project involve or lead to utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No			Low
indigenous peoples	Yes/No	Likelihood	Consequence	Risk Rating
4.1 Could the project be sited in areas where indigenous peoples are present (including the project area of influence)?	Yes	Almost certain	Minor The project is not sited in an area where indigenous people are present, but associated facilities may impact on indigenous people.	Moderate
4.2 Could the project result in activities located on lands and territories claimed by indigenous peoples?	Yes	Almost certain	Minor The project is sited in an area that was previously used by indigenous people, but no claim has been made on the land.	Moderate
4.3 Could the project result in impacts on the rights of indigenous peoples or to the lands, territories and resources claimed by them?	Yes	Possible	Minor Short-term nuisance to indigenous population. No damage to/ or loss of access to indigenous land, assets, resources, and/or cultural heritage.	Moderate
4.4 Could the project result in the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No			Low

Environmental and Social Safeguards				
4.5 Could the project lead to impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	Yes	Possible	Moderate The project would be more profitable if it had a commercial component, but this is not necessary.	Moderate
Labour and Working Conditions	Yes/No	Likelihood	Consequence	Risk Rating
5.1 Could the project operate in sectors or value chains that are characterized by working conditions that do not meet national labour laws or international commitments? (Note: this may include discriminatory practices, high gender inequality and the lack of equal opportunities, denial of freedom of association and collective bargaining, labour migrants)	Yes	Possible	Minor The project operates in sectors or value chains that have, in the past, not met national labour laws, or international commitments, but is now adequately nationally regulated, and is part of international value chains that are subject to regular environmental and social auditing.	Moderate
5.2 Could the project use or operate in a value chain where there have been reports of forced labour? (Note: Risks of forced labour may be increased for projects located in remote places or where the status of migrant workers is uncertain)	Yes	Possible	Negligible The project does not operate in sectors that require the use of labour.	Low
5.3 Could the project involve children (a) below the nationally-defined minimum employment age (usually 15 years old) or (b) above the nationally-defined minimum employment age but below the age of 18 in supported activities or in value chains?	Yes	Possible	Negligible The project does not operate in sectors that require the use of labour.	Low
5.4 Could the project: (a) operate in a sector, area or value chain where producers and other agricultural workers are typically exposed to significant occupational and safety risks, and/or (b) promote or use technologies or practices that pose occupational safety and health (OSH) risks for farmers, other rural workers or rural populations in general? (Note: OSH risks in agriculture might include: dangerous machinery and tools; hazardous chemicals; toxic or allergenic agents; carcinogenic substances or agents; parasitic diseases; transmissible animal diseases; confined spaces; ergonomic hazards; extreme temperatures; and contact with dangerous and poisonous animals, reptiles and insects. Psychosocial hazards might include violence and harassment.)	Yes	Possible	Negligible The project does not operate in sectors that require the use of labour.	Low
Community Health, Safety and Security	Yes/No	Likelihood	Consequence	Risk Rating

Environmental and Social Safeguards				
6.1 Could the project be at risk from water-borne or other vector-borne diseases (e.g. temporary breeding habitats), and/or communicable and non-communicable diseases?	Yes	Possible	Minor The project is situated in an area where negative impacts from water-borne or other vector-borne diseases, or communicable/non-communicable diseases are possible, but where there is no evidence of past impact, and where containment of these impacts would be effective if problems emerged.	Moderate
6.2 Could the project lead to unintended negative impacts on nutrition?	No			Low
6.3 Is there a possibility of harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	No			Low
6.4 Could the project involve or lead to the construction or rehabilitation of dams?	Yes	Almost certain	Minor The project involves the rehabilitation of dam(s) and/or reservoir(s) meeting at least one of the following criteria: - less than 10 metre high wall; - less than 300m long crest; or - less than 1 million m3 reservoir capacity.	Moderate
6.5 Could the project involve or lead to transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No			Low
6.6 Could the project lead to adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	No			Low
6.7 Could the project lead to the potential for gender-based violence, including sexual harassment, exploitation and abuse, as a result of labour influx, land redistribution, or other actions that alter community dynamics?	Yes	Possible	Minor Minor changes to community dynamics. Resulting serious recorded cases of gender-based violence and/or sexual exploitation. Gender-based violence protocols in place.	Moderate

Environmental and Social Safeguards				
6.8 Could the project lead to increases in traffic or alteration in traffic flow?	Yes	Possible	Negligible The project will not lead to an increase in traffic, or alteration of traffic flow.	Low
6.9 Could the project lead to an influx of project workers?	Yes	Possible	Negligible The project does not require an influx of project workers	Low
6.10 Could the project involve or lead to the engagement of security personnel to protect facilities and property or to support project activities?	No			Low
Physical and economic resettlement	Yes/No	Likelihood	Consequence	Risk Rating
7.1 Could the project result in temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No			Low
7.2 Could the project result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No			Low
7.3 Could the project present a risk of forced evictions?	No			Low
7.4 Could the project result in impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	Yes	Likely	Minor The project will result in minor impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights. Legal recourse and other forms of arbitration/conflict resolution are available.	Moderate
Financial intermediaries and direct investments	Yes/No	Likelihood	Consequence	Risk Rating
8.1 Could the investment be granted to an institution that does not have an environmental and social policies and an associated environmental and social management system (ESMS) in place (transparent, publicly available)?	No			Low
8.2 Could the investment be granted to an institution with insufficient capacities (i.e. unqualified personnel e.g. ES Officer) to implement the ESMS?	No			Low
8.3 Could the investment be granted to an institution that does not have an Exclusion List?	No			Low
8.4 According to the institution's portfolio classification: Could the institution have potential high-risk projects in their portfolio?	No			Low
8.5 Is there evidence that the institution does not comply with the local legal framework?	No			Low

Environmental and Social Safeguards				
8.6 Does the institution provide a stable communication channel with stakeholders and local communities (e.g. a Grievance Redress Mechanism)?	No			Low
8.7 Does the organization provide auxiliary or capacity building support services.	No			Low

Climate Risk Classification: Substantial

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

Are diseases (e.g. COVID-19, malaria, cholera) increasing the population's vulnerability and affecting their capacity to address potential weather-related hazards?	Yes
Is the income of the target population predominately coming from agriculture?	Yes
Are social inequalities (e.g. based on gender, youth, indigenous persons and other marginalized groups) being exacerbated by climate change?	Yes
Is the Human Development Index (HDI) equal to or below 0.6?	Yes
Is the Multidimensional Poverty Index (MPI) equal to or above 0.1?	Yes
Step 4: Adaptive capacity and climate resilience	
What are key adaptive capacities in the areas of project intervention?	No, Yes, TBD
Is the country well ranked in the Disaster risk reduction progress score?	Yes
Are climate and weather information services (real-time weather data, seasonal forecasts etc.) effectively being delivered (through radio, TV, SMS, extension services etc.) to farmers, rural dwellers, and end users?	No
Does the project country have an early action plan (preparedness and emergency response) to mitigate the impacts of weather-related hazards once the shock occurs?	Yes
Does the government or other institutions support the target population/communities with the necessary social and economic resources to prepare for or respond to climate-related events?	Yes
Is the target community carrying out (using their own means) agricultural adaptation?	Yes
Does the target population have the economic means or support to adjust or adapt their activities in response to weather related shocks?	No
Do policies/mechanisms exist that make financial credit, loans, and agricultural insurance available?	No
Are rural infrastructures effectively delivering services to farmers and rural dwellers?	No

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex 6: First (Annual) Work Plan and Budgets

Mission Dates: 12/08/2024 30/08/2024

Document Date: 16/04/2025

Project No. 2000003951

Report No. 7128-AO

East and Southern Africa Division
Programme Management Department



Investing in rural people

Republic of Angola

Sustainable development for subsistence family farmers program-PRODESA

First Year Annual Work Plan and Budget

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CURRENCY EQUIVQLENTS

Currency Unit	=	Angolan Kwanza (AOA)
USD 1.0	=	AOA 800

Weights and Measures

1 kilogram	=	1000 g
1 kg	=	2.204 lb.
1 kilometre (km)	=	0.62 mile
1 metre	=	1.09 yards
1 square metre	=	10.76 square feet
1 acre	=	0.405 hectare
1 hectare	=	2.47 acres
1 Feddan	=	1 acre

FISCAL YEAR

1 January-31 December

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Abbreviations and Acronyms

AFD	France Development Agency
AfDB	African Development Bank
BRAM	Borrowed Resources Access Mechanism
COSOP	Country Strategic Opportunities Paper's
ECSMP	Environment, Climate and Social Management Plan
EU	The European Union
FAO	United Nations Food and Agriculture Organisation
FFS	Farmer Field School
GoA	Government of Angola
IDA	Institute for Agricultural Development
IFAD	International Fund for Agriculture Development
MAP	Multiphase Adaptive Programme
M&E	Monitoring and Evaluation
MINAGRIF	Ministry of Agriculture and Forest
P/FFS	Pastoral Field School and Farmer Field School
PSC	Project Steering Committee
PWD	People With Disabilities
RDMT	IFAD's Resilience Design and Monitoring Tool
SDELP	Sustainable Dry Ecosystems Livelihoods Project
SDG	Sustainable Development Goal
SECAP	Social Environment and Climate Assessment Procedures
SHF	Smallholder Farmers
SLM	Sustainable Land Management
SME	Small and Medium Enterprise
UNDP	United Nations Development Programme
UNICEF	United Nations International Children's Emergency Fund
WASH	Water, Sanitation and Hygiene
WB	World Bank
WFP	The World Food program

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Map of PRODESA Area



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.

Map compiled by IFAD | 23-09-2024

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EXECUTIVE SUMMARY

The Sustainable Development for Subsistence Family Farmers Program (PRODESA) is a Multiphase Adaptive Programme (MAP) that aims to contribute to the reduction of multi-dimensional poverty among rural populations in the South and East of Angola.

The development objective is to improve the food and nutritional security, as well as the income of small-scale farmers and ethnic minority groups in the South and East of Angola while enhancing their resilience capacities to climate change and other shocks and stressors.

The Project duration is set for eleven years, comprised of two implementation Phases, Phase 1 from mid 2025 to mid 2030 and Phase 2 from 2030 to 2036. The Ministry of Agriculture and Forestry (MINAGRIF) will be the lead implementing agency, with the Institute for the Development of Agriculture (IDA) overseeing the project's implementation. The project delivery systems will be integrated into decentralized organizational structures that cascade from the national to communal levels.

PRODESA aligns closely with Angola's Country Strategic Opportunities Programme (COSOP) 2019-2024, which focuses on transforming family farming sustainably and inclusively, and will also be aligned with the new COSOP to be approved in 2025 which will pursue a similar strategic direction.

The project is well aligned and complementary to the ongoing initiatives of IFAD and other partners. First, it targets the remaining area of the country that has high need that is not covered by the other projects in the portfolio. In addition, it can leverage market analysis from the Smallholder Agriculture Development and Commercialization Project (SADCP-C&H-SAMAP) to identify investment priorities, while scaling up resilience strategies from the now-closed Agricultural Recovery Project (ARP) for drought-prone areas. Collaboration with partners like the African Development Bank, World Bank, FAO, and UNDP will enhance efforts in market access, sustainable land management, and climate change adaptation.

In agreement with the GoA, PRODESA will cover the provinces of Cuando-Cubango and Moxico, Lunda Norte and Lunda Sul, and Bie^[1]. These five provinces were selected based on the following criteria: (a) incidence of poverty and level of vulnerability to food and nutritional insecurity; (b) impact of climate change (intensity of rainfall or severity of droughts in the area); (c) level of current investment (areas that are underserved by investment and where there is an urgent need to intervene to ensure the resilience of populations that have not benefited from sustainable development interventions in the recent past); (d) the opportunity to create synergies with other ongoing or future interventions in the area; (e) lack of coverage by other IFAD projects in the portfolio.

Under Phase 1, the intervention area of the project covers 31 municipalities out of 164 in the country, selected based on population density and poverty levels.

Under both phases PRODESA mainly targets poor smallholder, agro-pastoralist and pastoralist households that are economically and socially vulnerable, especially those in a situation of food and nutritional insecurity, most of whom grow subsistence crops.

To improve the targeting of project interventions, the selected provinces are categorised into five farming and market system typologies (elaborated in Annex 14) that demonstrate distinct characteristics and challenges and guide the design of project interventions, as well as the selection of Provinces where Component 2 will focus during Phase 1.

In total, under Phase 1 the project plans to reach 462,480 people representing 96,350 households^[5], equivalent to 22% of the total population of the project area, estimated at

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1,780,969 people. Through specific targeting strategies, the project will reach 50% women and 30% young people (18-35 years). The project will also pay special attention to marginalised groups (people with disabilities, and in particular the San and agro-pastoralist minority groups), who will represent 5% of the total direct beneficiaries.

In view of the dynamics observed on the ground, and the different characteristics within the typologies, the direct beneficiaries of the project can be divided into three categories: C.1, C.2, C3 – described in the project document below.

The Project has 3 Components and respective Sub-Components:

Component:	Budget (USD M)
Component / Outcome 1: Resilient Agricultural Farming and Livelihood Systems	25.85
<i>Sub component 1.1/ Output 1.1: Community mobilization and participatory planning for resilience.</i>	1.9
<i>Sub component 1.2 /Output 1.2: Technical training using Agropastoral/Farmer fields schools for increased production, resilience and nutrition.</i>	22.51
<i>Sub component 1.3/Output 1.3: Supporting the San People through livelihood and forest management and conservation interventions</i>	1.44
Component / Outcome 2: Improved Connectivity and Access to Markets.	16.51
<i>Sub component 2.1/ Output 2.1: Supply chain structuring and linkage to markets.</i>	12.53
<i>Sub component 2.2/ Output 2.2: <u>Public investments in market-access infrastructure</u></i>	3.98
Component / Outcome 3: Institutional Strengthening, Policy Support and Implementation Support Services	13.47
<i>Sub component 3.1/ Output 3.1: <u>Institutional Strengthening and Policy Support</u></i>	1.63
<i>Sub component 3.2 - Project management</i>	11.84

The project Theory of Change is that: **If** the target group participate in the FFS/APFS training and other tailored production support, and adopt the improved production practices and technology, and if they participate in the business development training, effectively utilise the investment offers, and use the new infrastructure for accessing markets; **then** they will increase and diversify their productivity (despite shocks) and generate greater agricultural surplus, which they can then sell for improved profits, within better-developed value chains. **If** they do so, **then** this will result in improved food security and nutrition and greater household income.

PRODESA will reach a total of 96,350 beneficiary households (462,480 people) half of which will be women and 30% youth.

Component	Targeting Criteria / Beneficiaries	Outreach determination	Women (50%)	Youth (30%)
Component 1: Resilient Agricultural Farming and Livelihood Systems		93,600	46,500	27,900

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Component 2: Improved connectivity and access to markets.	2,750	1,375	825
Total Beneficiary Households	96,350	48,175	
Total Beneficiaries People	462,480	231,240	138,74

PRODESA mainstreaming themes include Nutrition and Climate Finance. For each of these themes, the following mandatory Indicators from the IFAD Core Indicator framework at output and outcome levels have been integrated in the project logical framework. The CI 1.1.8 and CI 1.2.8 for Nutrition sensitive; the CI 1.1.1, CI 3.1.1, and CI 3.2.2 for Climate finance. The respective targets have been specified in the logical framework, in Annex 2.

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Summary Budget and Financing – Presented in this section are summary tables giving an overall picture of financial resources required for the PRODESA 2025 AWPB. The budget information is presented by component, financier and categories of expenditure. The total budget for PRODESA's 2025 AWPB is about US\$ 4.42 million. A total of about US\$ 1.385 million is allocated to Component 1: Resilient Agricultural Farming and Livelihood Systems; about US\$ 0.44 million (or 10% of the budget) is allocated to Component 2: Improved Connectivity and Access to Markets; and about US\$ 2.595 million (or 59% of the budget) is allocated to Component 3: Institutional Strengthening, Policy Support and Implementation Support Services. About 64.9% of the budget will be financed by the IFAD-13 PBAS; 7.5% will be financed by BRAM-13; 1.6% of the budget will be financed by IFAD 11 resources; 25.9.% will be from the Government; and 0.1% from the beneficiaries The following tables present the PRODESA AWPB costs by component, category and financier.

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Table X : First Year Annual Work Plan and Budget and Financing by Component (US\$ '000)

Component/Sub-component	IFAD 13: PBAS		IFAD 13: BRAM		IFAD 11		IFAD:Total		Financing gap		Beneficiaries			The Government			Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Cash	In-kind	%	Cash	In-kind	%	Amount	%
A. Resilient Agricultural Farming and Livelihood Systems	924	32.2	111	33.8	70	100	1 106	33.8	-	-			0.0	151	128	24.3	1 385	31
1. Participatory community planning for resilience	707	24.6					707	21.6							49	4	756	17
2. Implementation of Agropastoral/Farmer fields schools for increased production, resilience and nutrition	174	6.0	111	33.8	70	100	355	10.9					0.0	151	76	20	582	13
3. Supporting the San People through livelihood and forest management and conservation interventions	43	1.5					43	1.3							3	0.3	46	1
B. Improved Connectivity and Access to Markets	409	14.2	-				409	12.5	-	6			100.0		28	2	442	10
1. Supply chain structuring and linkage to market	361	12.6					361	11.0		6			100.0		24	2	391	9
2. Public investments in market-oriented infrastructure	48	1.7					48	1.5							3	0.3	51	1
C. Institutional Strengthening, Policy Support and Implementation Support Services	1 537	53.6	218	66.2			1 755	53.7	-					469	371	73	2 595	59
1. Institutional Strengthening and Policy Support	268	9.3					268	8.2						162	56	19	486	11
2. Project Coordination and Implementation Support Services	1 269	44.2	218	66.2			1 487	45.5						307	315	54	2 109	48
Total	2 870	64.9	330	7.5	70	1.6	3 269	73.9	-	0.0	6	-	0.1	620	527	25.9	4 422	100

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Table X: First Year Annual Work Plan and Budget and Financing by Category (US\$ '000)

Expenditure category	IFAD 13: PBAS		IFAD 13: BRAM		IFAD 11		IFAD:Total		Financing gap		Beneficiaries			The Government			Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Cash	In-kind	%	Cash	In-kind	%	Amount	%
I. Investment costs																		
A. Works							-		-								-	
B. Consultancies	1 556		14	4.3			1 570	48.0						109	9.5		1 679	38.0
C. Equipment and goods	762		97	29.5	70	100.0	929	28.4						549	247	69.4	1 726	39.0
D. Training and workshops	147	5.1					147	4.5									147	3.3
E. Grants and subsidies	12	0.4					12	0.4			6		100.0				18	0.4
Total Investment costs	2 476	86.3	111	33.8	70	100.0	2 658	81.3	-		6	-	100.0	549	357	79.0	3 569	80.7
II. Recurrent costs																		
A. Salaries and allowances	393	13.7	218	66.2			612	18.7						6	43	4.3	661	14.9
B. Operating costs														64	128	16.7	192	4.3
Total Recurrent costs	393	13.7	218	66.2			612	18.7	-					71	170	21.0	853	19.3
Total	2 870	64.9	330	7.5	70	1.6	3 269	73.9	-	0.0	6	-	0.1	620	527	25.9	4 422	100

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I. INTRODUCTION

1.1. Country Background and the Project Area

The National Development Plan 2023-2027^[2] (PDN) outlines the country's ambition to develop the non-oil-based economy through the promotion of the agriculture, livestock and forestry sectors. Beyond the productivity increase p/ha of key staple crops that guarantee food security and nutrition, the Government of Angola (GoA) indicated the objective of promoting investments and increased market opportunities across the whole agricultural sector, mentioning that "this five-year period will make a real bet on agroindustry, not only because of the potential economic value that it represents, but also because of its importance to ensure self-sufficiency food, and in the first phase we will focus on our efforts in grain products, vegetables, dairy products, cassava, sugar, coffee and honey". The intermediate targets are to shift the contribution of the agricultural sector the GDP (*PIB*) from the 9.7% of 2022, to 12.1% in 2027 and 14.1% in 2050 (KW 18.4 billion).

This means focusing not only on attracting large foreign investments and the creation of agribusiness clusters but ensuring the promotion of a more stable set of Micro, Small & Medium Enterprises (MSMEs) and an increased focus on smallholders and cooperatives. In fact, GoA foresees not only increasing (i) the number of smallholder farms, (ii) their total area, but also to support (iii) an increase in commercial agriculture ventures (7250 p/y growth in 2027, over 6.58 million hectares)^[3]. In addition, GoA also sees the development of Rural Industrial Parks (PIRs - *Parques Industriais Rurais*) as future investments that will act as aggregation points for processing in rural areas, initially starting with an increased support to Micro, Small & Medium Enterprises (MSMEs) through the operationalization of various financing mechanisms - with the objective of modernizing commercial activities, increasing the adoption of new technologies and implementing new business models for rapid business growth (priorities 36.1.3 and 36.1.4 of the PDN^[4]). The goal is to truly develop the Angolan agro-industry at all levels, and among the top sectors identified, cereals, horticulture and mandioca are present (priority 36.3.1 of the PDN).

Strengthened and vibrant value and supply chains are key to these goals, especially considering the self-sufficiency the country has, that moves well beyond a simple increase in production and productivity but requires functioning markets and active market players. For this, PRODESA will focus on straightforward activities that support smallholders, cooperatives and Agri-MSEs in their business development, reducing as much as possible administrative bottlenecks.

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Component 2.1 alignment with GoA priorities. The work under Component 2.1 in PRODESA is aligned with Government priorities in terms of business development support and in addressing some of the key crops GoA and MinAGRIF are seeking to invest in for the ongoing quinquennium, both in consideration of the current PDN but also in relation to the many other GoA policies put in place over the past years.

Maize is a good example of this alignment, as it is also one of the key crops considered in the GoA's PLANAGRAO^[5] program, in which increase of production and accelerated sales are expected especially for the eastern province of Lunda Sul, Moxico and Cuando Cubango^[6]. One of the 9 objectives of the PLANAGRAO is to increase production, sales and consumption of beans too – all with the ultimate ambition of promoting an increased development of these VCs, their transformation and their consumption (both human and animal), with the mid-term goal of creating condition for Angola to become one for the Southern Africa region, and reducing the dependence on imports (and the country's vulnerability to both external shocks, be these economic, climatic or geopolitical).

Together with maize, also horticulture and cassava are key crops foreseen in the PDN 2023-27 and are considered central to the country's growth. Furthermore, PRODESA links fluidly with the country's Programme to Support Production, Export Diversification and Import Substitution (PRODESI^[7] - *Programa de Apoio à Produção, à Diversificação das Exportações e Substituição de Importações*), as its efforts contribute to the import substitution agenda for the agriculture sector, also looking at ways to support GoA in the setting up of conditions to further support the *Feito em Angola*^[8] (Made in Angola) program.

Last, an interesting and innovative aspect the ongoing PDN is the outlined need for additional "incubation, service provision and technical assistance" to "accelerate the development of enterprises in the embryonal phase, especially in the agriculture sector" (PDN Priority 41.1.3^[9]). This is fully in line with PRODESA activities under Sub-Component 2.1, with the goal of ensuring a continued and holistic coaching and training support to smallholder farmers, cooperatives and Agri-MSEs.

1.2. Key Stakeholders and Involvement of Smallholders

Key partners include government agencies, development organizations, and local entities. The Ministry of Agriculture and Forestry (MINAGRIF) will lead the project, with support from the Ministry of Environment (MINAMB) on climate and environmental issues. Development partners such as the African Development Bank, World Bank, FAO, and UNDP will provide co-financing and technical support. Local implementation will rely on provincial and municipal governments, NGOs, and farmer organizations. These partnerships ensure the project aligns

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with IFAD's strategic goals, leverages synergies with existing programs, and engages a broad network of stakeholders for successful implementation.

The Ministry of Agriculture and Forests (MINAGRIF) will be the lead implementing agency, with IDA overseeing the project's implementation. IDA will delegate the day-to-day coordination and management of the project to a Project Management Unit (PMU). The PMU will coordinate activities with key partners such as farmers' organizations, local NGOs, the private sector, and research institutions like the Agricultural Research Institute. These partners will play crucial roles in community mobilization, capacity building, technical assistance, and enhancing market linkages.

The project delivery systems will be integrated into decentralized organizational structures that cascade from the national to communal levels. MINAGRIF will delegate the implementation of the project to IDA.

To address representation issues in Luanda, an IDA Focal Person, based at the MINAGRIF headquarters in Luanda, will be appointed from the MINAGRIF staff to act as a Liaison Officer for PRODESA-related matters. This arrangement will enhance project management by positioning the PMU close to the target beneficiaries and reducing monitoring-related costs during project implementation.

IDA will recruit a small PMU based in Luanda for the day-to-day management of the project. The PMU will adopt an integrated approach to ensure cooperation among staff working on different project components, mitigating the risk of poor integration of activities and maximizing synergies. The structure will facilitate coordination between procurement and other personnel, especially SECAP and technical experts, to avoid adverse outcomes and delays. The PMU will also include outreach modalities to ensure that services reach remote households, involving coordination with provincial and municipal structures to implement field activities effectively.

Unlike other implementation arrangements, PRODESA adopts a more decentralized approach, actively engaging provincial structures in project implementation. This includes producing provincial work plans and budgets, implementing field activities, and focusing on provincial progress reporting.

As part of the decentralized approach, The Project Implementation Unit (PIU) or Technical Assistance Team (TA), as an extension of the PMU, will be located in one of the provinces, possibly Moxico, Bie or Lunda Sul. It will provide specialized technical assistance to the Provincial Project Implementation Units (PPIUs) in all five participating provinces. The PIU will be located in a province that is most strategically positioned geographically and has excellent communication links with the other provinces and Luanda.

In the first phase, there will be five PPIUs, one in each province. Project coordination at the provincial level will be led by the IDA Head of Department in five provinces. At the provincial level, the PPIUs will be staffed with the following core staff: Project Coordinator (IDA Head of Department), supported by - Team Leader; Finance and Admin Assistant; Driver.

The initiation of all PRODESA activities will require consultation with the Municipality Administrators. This will ensure that Municipality Administrators are aware of PRODESA interventions in their communities and can be called upon for facilitation whenever necessary. The PPIU will supervise the extension agents (2 per municipality) engaged in the FFS

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implementation at the municipal level, as well as the Master Trainers engaged in the capacity-building interventions.

1.3. Focus of the Project

The Sustainable Development for Subsistence Family Farmers Program (PRODESA) focuses on several key areas to improve the livelihoods of small-scale farmers and ethnic minority groups in the South and East of Angola. Here are the main focus areas based on the PRODESA PDR:

PRODESA aims to reduce multi-dimensional poverty among rural populations by improving food and nutritional security and increasing the income of small-scale farmers and ethnic minority groups. The project focuses on building the resilience capacities of farmers to climate change and other shocks and stressors. This includes promoting climate-resilient agricultural practices and sustainable land management.

To increase agricultural production and productivity, PRODESA provides technical training using Farmer Field Schools (FFS) and Agropastoral Field Schools (APFS) to teach climate-resilient and nutrition-sensitive production practices. The project also engages communities in participatory planning to identify local challenges and opportunities for sustainable and resilient production.

Improving connectivity and access to markets is another key focus. PRODESA strengthens the marketing capacities of smallholder farmers and cooperatives through supply chain structuring and invests in infrastructure by upgrading rural roads and constructing small-scale bridges to facilitate efficient transportation from farms to markets.

Institutional strengthening and policy support are crucial components of PRODESA. The project aims to build the capacities of agricultural institutions through training programs for government officials and extension workers. It also supports policy development to create an enabling environment for sustainable agricultural development, focusing on climate adaptation and improved soil management.

PRODESA pays special attention to marginalized groups, including people with disabilities and the San nomadic community. The project supports livelihood diversification and involves the San people in forest management and conservation efforts to enhance their resilience and food security.

Gender equality and youth inclusion are also prioritized. PRODESA promotes gender equality and women's empowerment through the Gender Action Learning System (GALS) and provides decent employment opportunities and business development services for young people.

The project integrates nutrition and climate finance into its activities by incorporating nutrition education into the FFS curriculum and including mandatory indicators from the IFAD Core Indicator framework for nutrition-sensitive and climate finance activities.

To ensure the sustainability of its interventions, PRODESA engages communities in the planning and implementation of project activities, ensures infrastructure investments are climate-proof, and strengthens policies and institutions to support long-term sustainable development.

II. SUMMARY OF PROJECT DESCRIPTION

2.1 Goal, Objective and Strategic Approach

Project Goal and Objective

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The Sustainable Development for Subsistence Family Farmers Program (PRODESA) is a Multiphase Adaptive Programme (MAP) designed to reduce multi-dimensional poverty among rural populations in the South and East of Angola. The project aims to improve food and nutritional security and increase the income of small-scale farmers and ethnic minority groups while enhancing their resilience to climate change and other shocks.

Strategic Approach

PRODESA aligns closely with Angola's Country Strategic Opportunities Programme (COSOP) 2019-2024, which focuses on transforming family farming sustainably and inclusively. The project will also align with the new COSOP to be approved in 2025. Key objectives include increasing production and commercialization through access to resources and climate-resilient practices, promoting agricultural value chains and rural employment, and strengthening institutional and community capacities to empower rural populations.

The project supports Angola's National Development Plan (NDP) and the Medium-Term Development Plan for the Agrarian Sector (PDMPSA), emphasizing economic diversification through agriculture. It contributes to Angola's climate commitments under the National Adaptation Programme of Action (NAPA) and Nationally Determined Contributions (NDCs), while aligning with the Integrated Municipal Programme for Rural Development and Poverty Reduction by focusing on rural development and poverty alleviation.

PRODESA targets areas with high needs not covered by other projects in the portfolio. It leverages market analysis from the Smallholder Agriculture Development and Commercialization Project (SADCP-C&H-SAMAP) to identify investment priorities and scales up resilience strategies from the now-closed Agricultural Recovery Project (ARP) for drought-prone areas. Collaboration with partners like the African Development Bank, World Bank, FAO, and UNDP will enhance efforts in market access, sustainable land management, and climate change adaptation.

Target Groups

PRODESA targets poor smallholder, agro-pastoralist, and pastoralist households that are economically and socially vulnerable, especially those facing food and nutritional insecurity. The project plans to reach 462,480 people (96,350 households), with specific targeting strategies to include 50% women and 30% young people (18-35 years). Special attention will be given to marginalized groups, including people with disabilities and the San and agro-pastoralist minority groups.

Component Summary Description

Component 1: Resilient Agricultural Farming and Livelihood Systems (USD 25.85 million)

- Community Mobilization and Participatory Planning for Resilience (USD 1.9 million): Engaging communities in planning activities to address key risks and opportunities.
- Technical Training Using Agropastoral/Farmer Field Schools (USD 22.51 million): Providing training on climate-resilient and nutrition-sensitive production practices.
- Supporting the San People (USD 1.44 million): Enhancing the resilience and livelihoods of the San hunter-gatherer communities through participatory planning and livelihood diversification.

Component 2: Improved Connectivity and Access to Markets (USD 16.51 million)

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- Supply Chain Structuring and Linkage to Markets (USD 12.53 million): Strengthening the marketing capacities of smallholder farmers and cooperatives.
- Public Investments in Market-Access Infrastructure (USD 3.98 million): Upgrading rural roads and constructing small-scale bridges to facilitate market access.

Component 3: Institutional Strengthening, Policy Support, and Implementation Support Services (USD 13.47 million)

- Institutional Strengthening and Policy Support (USD 1.63 million): Building the capacities of agricultural institutions and supporting policy development.
- Project Management (USD 11.84 million): Ensuring effective project coordination and management.

These components collectively aim to create a comprehensive and integrated approach to improving the livelihoods of subsistence family farmers in Angola, ensuring sustainable development and resilience to climate change

2.2 Project Cost and Financing by Component

1. Total PRODESA cost is estimated at US\$132 million over an 11-year period. A summary breakdown of the PRODESA costs by component and by categories of expenditure is shown in the below tables.

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Table X: PRODESA Costs by Component (US\$ '000) <i>Component/Sub-component</i>	<i>IFAD 13: PBAS</i>		<i>IFAD 13: BRAM</i>		<i>IFAD 11</i>		<i>IFAD: Total</i>		<i>Financing gap</i>		<i>Beneficiaries</i>			<i>The Government</i>			<i>Total</i>	
	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Cash</i>	<i>In-kind</i>	<i>%</i>	<i>Cash</i>	<i>In-kind</i>	<i>%</i>	<i>Amount</i>	<i>%</i>
A. Resilient Agricultural Farming and Livelihood Systems	8229	45.2	8329	83.3	5930	10.0	22487	65.9	12295	8.5	183	247	52.1	151	1548	2.6	25844	46
1. Participatory community planning for resilience	1771	9.7					1771	5.2							123	2	1894	3
2. Implementation of Agropastoral/Farmer fields schools for increased production, resilience and nutrition	6325	34.7	8329	83.3	5930	10.0	20584	60.3			183	247	52.1	151	1346	23	22510	40
3. Supporting the San People through livelihood and forest management and conservation interventions	132						132		1229	8.5					79	1	1440	3
B. Improved Connectivity and Access to Markets	4221	23.2	-	-			4221	12.4	10656	7.3	396		47.9		1241	1.9	16513	30
1. Supply chain structuring and linkage to market	2997	16.5					2997	8.8	8393	58.0	396		47.9		741	12	12527	22
2. Public investments in market-oriented infrastructure	1224	6.7					1224	3.6	2263	15.6					500	8	3986	7
C. Institutional Strengthening, Policy Support and Implementation Support Services	5761	31.6	1671	16.7			7433	21.8	2596	1.7				1268	2170	5.4	13467	24
1. Institutional Strengthening and Policy Support	1117	6.1		0.0			1117	3.3	255	1.8				162	93	4	1628	3
2. Project Coordination and Implementation Support Services	4644	25.5	1671				6315	18.5	2341	16.2				1107	2077	50	11840	21

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Total	18	3	10	17	5	1	34	6	14	2	5	24	1.	1	4	1	55	1
	21	2.	00	.9	93	0.	14	1.	48	5.	7	7	5	41	95	1.	82	0
	1	6	0		0	6	1	2	1	9	8			9	9	4	5	0

Table X: PRODESA Costs by Category of Expenditure (US\$ '000)

Expenditure category	IFAD 13: PBAS		IFAD 13: BRAM		IFAD 11		IFAD:Total		Financing gap		Beneficiaries			The Government			Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Cash	In-kind	%	Cash	In-kind	%	Amount	%
I. Investment costs																		
A. Works	1 538	8.4	460	4.6	110	1.9	2 108	6.2	1 836	12.7	37	110	17.8		666	10.4	4 756	8.5
B. Consultancies	12 091		3 428	34.3	3 134	52.9	18 654	54.6	9 384	64.8					1 952	30.6	29 990	53.7
C. Equipment and goods	873		977	9.8	837	14.1	2 687	7.9	120	0.8	146	137	34.3	549	475	16.1	4 114	7.4
D. Training and workshops	628	3.4	2 463	24.6	1 322	22.3	4 414	12.9	570	3.9							4 984	8.9
E. Grants and subsidies	191	1.0	1 000	10.0	526	8.9	1 717	5.0	540	3.7	396		47.9				2 652	4.8
Total Investment costs	15 321	84.1	8 329	83.3	5 930	100.0	29 580	86.6	12 449	86.0	578	247	100.0	549	3 093	57.1	46 496	83.3
II. Recurrent costs																		
A. Salaries and allowances	2 890	15.9	1 671	16.7			4 561	13.4	2 032	14.0				69	461	8.3	7 123	12.8
B. Operating costs														802	1 405	34.6	2 207	4.0
Total Recurrent costs	2 890	15.9	1 671	16.7			4 561	13.4	2 032	14.0				870	1 866	42.9	9 330	16.7
Total	18 211	32.6	10 000	17.9	5 930	10.6	34 141	61.2	14 481	25.9	578	247	1.5	1 419	4 959	11.4	55 825	100

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2. The total cost of PRODESA is estimated at USD 132 million over 11 years, divided into two phases: USD 55.825 million for the first 5 years and USD 76.175 million for the next 7 years, with a 1-year overlap. Phase one, costing USD 55.825 million, will be primarily financed by IFAD, contributing USD 34.14 million (61.2%), which includes USD 18.21 million from the IFAD 13th performance-based allocation system (PBAS), USD 10 million from the Borrowed Resource Access Mechanism (BRAM), and USD 5.93 million from the IFAD 11th cycle. The financing gap of USD 14.48 million may be covered by Vision for Adapted Crops and Soil (VACS), the Adaptation Fund (potentially USD 5 million to USD 10 million from each), or IFAD's 14th replenishment cycle. The government will provide 11.4% (USD 6.38 million) through both in-kind (USD 4.96 million) and cash (USD 1.42 million) contributions, while beneficiaries will contribute 1.5% (USD 0.825 million) in both forms.

2.3 Project Organization and Implementation Arrangements

Lead Implementing Agency and Oversight

The Ministry of Agriculture and Forests (MINAGRIF) will be the lead implementing agency for the Sustainable Development for Subsistence Family Farmers Program (PRODESA). The Institute for Agricultural Development (IDA) will oversee the project's implementation. IDA will delegate the day-to-day coordination and management of the project to a Project Management Unit (PMU).

Project Management Unit (PMU)

The PMU, based in Luanda, will coordinate activities with key partners such as farmers' organizations, local NGOs, the private sector, and research institutions like the Agricultural Research Institute. These partners will play crucial roles in community mobilization, capacity building, technical assistance, and enhancing market linkages. The PMU will adopt an integrated approach to ensure cooperation among staff working on different project components, mitigating the risk of poor integration of activities and maximizing synergies.

Decentralized Structure

PRODESA will be implemented through decentralized organizational structures that cascade from the national to communal levels. This approach actively engages provincial structures in project implementation, including producing provincial work plans and budgets, implementing field activities, and focusing on provincial progress reporting.

Provincial Project Implementation Units (PPIUs)

In the first phase, there will be five PPIUs, one in each province (Cuando-Cubango, Moxico, Lunda Norte, Lunda Sul, and Bié). Project coordination at the provincial level will be led by the IDA Head of Department in each province. The PPIUs will be staffed with a Project Coordinator (IDA Head of Department), supported by a Team Leader, Finance and Admin Assistant, and a Driver.

Technical Assistance Team (TA)

The Project Implementation Unit (PIU) or Technical Assistance Team (TA), as an extension of the PMU, will be located in one of the provinces, possibly Moxico, Bié, or Lunda Sul. The TA will provide specialized technical assistance to the PPIUs in all five participating provinces. The TA team will include specialists in areas such as Farmer Field Schools (FFS), infrastructure, community development and social inclusion, climate change and environment, business development, and land governance and titling. The TA technical team

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will spend 80% of their time in the field to oversee implementation across the provinces and 20% of their time on reporting and planning.

Municipality Level Coordination

The initiation of all PRODESA activities will require consultation with the Municipality Administrators to ensure they are aware of PRODESA interventions in their communities and can facilitate as necessary. The PPIU will supervise the extension agents (two per municipality) engaged in the FFS implementation at the municipal level, as well as the Master Trainers engaged in the capacity-building interventions.

Oversight Function

A Project Steering Committee (PSC) will be established at the national level and chaired by the MINAGRIF Secretary of State for Agriculture and Livestock. The committee will include members from institutions directly relevant to achieving PRODESA's development objectives, such as the Ministry of Planning, the Ministry of Finance, Ministry of Fisheries and Marine Resources, Ministry of Social Action, Family, and Women's Promotion, Ministry of Industry and Commerce, Ministry of Youth and Sports, Ministry of Education, Ministry of Public Works, Urbanism and Housing, the Ministry of Energy and Water, the Ministry of Culture and Tourism, the Ministry of Environment, and public entities dealing with gender, youth, and people with disabilities.

At the provincial level, a Provincial Project Steering Committee (PPSC) will be established in each participating province, chaired by the Provincial Governor. The PPSC composition will include the Provincial Director of Agriculture, Livestock and Fisheries Directorate, the Provincial IDA representative, Provincial Directorates, a representative of civil society or NGO, a representative of the private sector, at least two representatives of beneficiaries/producers' organizations, and any other representative deemed necessary in guiding PRODESA's effective implementation.

Key Management Functions of the PMU

- **Overall Project Management:** Planning and coordination, procurement, and financial management (financial accounting and control systems); developing annual work plans, job descriptions, staffing schedules, and budgets; finalizing procedures and guidelines for the procurement of goods and services.
- **Monitoring and Reporting:** Robust monitoring and evaluation systems to track project progress and impact, ensuring compliance with project objectives and timelines through monthly, quarterly, midterm, and final progress reports.
- **Institutional Strengthening:** Capacity building through training and development programs for government officials, extension workers, and farmers.
- **Policy Reforms:** Creating an enabling environment for project activities. Promotion and marketing efforts are coordinated by the PMU, which develops and implements marketing programs to promote project activities and outcomes. Stakeholder engagement is also a key aspect, ensuring broad support for the project through coordinated visits of delegations and ongoing communication with stakeholders.
- **Project Development:** Managed by the PMU, overseeing the development of additional subprojects for future financing and managing a project development facility to support innovative approaches and solutions. Integration with the IDA permanent entity is crucial for the sustainability of project activities. The PMU supports the IDA permanent entity by providing training and development, working closely to integrate project activities into existing frameworks, and gradually phasing out PMU services to

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hand over responsibilities to the IDA permanent entity, ensuring continuity and sustainability.

2.4 Beneficiaries, Expected Benefits and Sources

PRODESA targets poor smallholder, agro-pastoralist, and pastoralist households that are economically and socially vulnerable, especially those experiencing food and nutritional insecurity. The beneficiaries are categorized into three main groups:

1. **C.1 - The Most Vulnerable:** This group includes poor households that are food and nutrition insecure with limited access to land, water, and other assets. It encompasses very poor farming families without livestock, small-scale agro-pastoralists, landless youth, and marginalized groups such as the San hunter-gatherers, people with disabilities, and victims of violence.
2. **Small-Scale Farmers with Low Productivity:** This category includes small-scale farmers and agro-pastoralists with better access to land and other assets but still facing low productivity and economic opportunities. Priority is given to youth and poor women heads of households.
3. **Local Economic Actors:** This group consists of cooperatives and micro and small enterprises (MSEs) involved in market supply chains, including production, agro-logistics, processing, and marketing. It also includes youth needing vocational training and business coaching.

Geographic Area of Intervention

PRODESA will cover the provinces of Cuando-Cubango, Moxico, Lunda Norte, Lunda Sul, and Bié. These provinces were selected based on criteria such as poverty incidence, vulnerability to food and nutritional insecurity, climate change impact, current investment levels, and opportunities for synergies with other interventions.

Outreach

The project aims to reach a total of 462,480 people representing 96,350 households. Of these beneficiaries, 50% will be women, 30% will be youth (18-35 years), and 5% will be marginalized groups, including people with disabilities and the San and agro-pastoralist minority groups.

Expected Benefits

Economic Benefits

Through training and support in climate-resilient and nutrition-sensitive farming practices, beneficiaries will achieve more diverse, resilient, and increased agricultural production and productivity. Improved connectivity and access to markets will enable smallholder farmers and cooperatives to engage more effectively in value and supply chains, increasing local income from agri-sales. Building business management and development capacities will help cooperatives and MSEs formalize their processes and access agri-finance, leading to sustainable economic growth.

Social Benefits

Enhanced food and nutritional security will be achieved through diversified and resilient production systems, nutrition education, and support for marginalized groups. Specific

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support for women and youth through training, business development services, and inclusion in market activities will lead to greater social and economic inclusion. Strengthened community capacities in resilience and livelihood development will be fostered through participatory planning and community mobilization.

Environmental Benefits

The adoption of climate-smart agriculture practices, sustainable land management, and ecosystem restoration will mitigate the impacts of climate change and enhance resilience. The promotion of sustainable use of natural resources, including soil conservation, water management, and agroforestry practices, will contribute to environmental sustainability.

Sources of Financing

Total Cost of Phase 1: USD 55.825 million

1. **IFAD Financing:** 61.2% of the total costs, or USD 34.14 million, will be covered by IFAD. This includes USD 18.21 million from the IFAD 13th performance-based allocation system (PBAS), USD 10 million from the Borrowed Resource Access Mechanism (BRAM), and USD 5.93 million from the IFAD 11th cycle.
2. **Government Contribution:** 11.4%, or USD 6.38 million, will be provided by the Government. This includes both in-kind (USD 4.96 million) and cash (USD 1.42 million) contributions.
3. **Beneficiary Contribution:** 1.5%, or USD 0.825 million, will be contributed by the beneficiaries, both in-kind (USD 0.25 million) and cash (USD 0.58 million).
4. **Financing Gap:** USD 14.48 million. Potential sources include Vision for Adapted Crops and Soil (VACS) and the Adaptation Fund, with potential amounts ranging from USD 5 million to USD 10 million from each.

III. SUMMARY OF IMPLEMENTATION TO-DATE

3. This chapter is supposed to present the summary of achievements to date both in physical terms (physical achievements in relation to targets) and financial terms (disbursement status). It is also supposed to highlight the constraints encountered during implementation (thus far); the constraints highlighted are supposed to be addressed for improved implementation. Lastly, the chapter is supposed to state the number of target beneficiaries reached, disaggregated by gender. However, this is the first Project year of the 11-year Project and, as such, there is no implementation progress to report herein. But, as part of the design process, some steps, such as preparation of this draft AWPB, Procurement Plan and the Project Implementation Manual, were undertaken. These will greatly help kick-start actual, on-the-ground, Project implementation once PRODESA gets launched.

IV. THE 2025 WORK PLAN

2.1 The Planning Process

4. Ideally, the planning process for an Annual Work Plan and Budget should be participatory, involving all the relevant stakeholders through consultative meetings/workshops at various levels. Under such a situation, there are three major sources of information and these include:

- a) Project Design Report – it provides the general framework for Project implementation;

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- b) the findings of the needs assessment and participatory planning exercises in the Project areas; and
- c) the findings of annual strategic reviews and performance evaluation.

5. However, this being PRODESA's first AWPB, its preparation was largely based on the Project Design Report and was prepared as part of the design process. It is expected that starting with the 2026 AWPB onwards, the decentralised and participatory planning process will take over where the process will, necessarily, utilise all three sources of information as listed above.

2.2 Plan Focus

6. This being the first PRODESA Year, the focus of the plan is to put processes and procedures in place to facilitate a smoother implementation of the Project during the proceeding Project Years. This will include: a) establishing of the PRODESA coordination structures at the national, provincial and municipality levels; b) establish the national Project Steering Committee and introduce PRODESA to it. Agree on how to proceed with the provision of the oversight function (frequency and modality of meetings); c) initiate the undertaking of the PRODESA baseline survey; d) conduct awareness creation on PRODESA objectives and implementation arrangements; e) review and finalise the targeting strategy for the selection of the specific participating communes; etc.

7. It is hoped that once the systems have been put in place, subsequent AWPBs will benefit and receive effective implementation. However, in the event that the specified activities get completed before the end of the Project year, the PMU will revise the AWPB and include additional activities. When/if such a revision is done, the revised AWPB would be resubmitted to the PSC for review and approval and to IFAD for review and provision of a No Objection.

2.3 Description of the Work Plan

8. Following below is the description of the work plan; this has been done by component and subcomponent.

Component 1: Resilient Agricultural Farming and Livelihood Systems (USD 25.85 million). This component focuses on increasing local food production diversity and addressing vulnerabilities to climate change and soil erosion.

Subcomponent 1.1: Community Mobilization and Participatory Planning for Resilience (USD 1.9 million)

- Objective: Ensure organized and participatory planning with communities to address key risks, vulnerabilities, and opportunities.
- Activities:
 - 1. Characterization of production basins in each municipality.
 - 2. Awareness raising and selection of communities.
 - 3. Participatory community planning and development of Community Resilience Project Action Plans (CRPAP).
 - 4. Mapping of existing community livelihood groups and their inclusiveness.
 - 5. Finalization and community approval of CRPAP.

Subcomponent 1.2: Technical Training Using Agropastoral/Farmer Field Schools (FFS/APFS) for Increased Production, Resilience, and Nutrition (USD 22.51 million)

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- Objective: Tackle malnutrition and support smallholder farmers to increase resilience and production output.
- Activities:
 1. Selection of service providers and implementation modalities.
 2. Development of curriculum and training for FFS/APFS master trainers and frontline extension staff.
 3. Support and strengthen existing FFS/APFS and establish new ones.
 4. Demonstration of new and climate-resilient low-cost technology for productivity enhancement.

Subcomponent 1.3: Supporting the San People through Climate Adaptive Livelihood Activities and Forest Management and Conservation (USD 1.44 million)

- Objective: Enhance the resilience and livelihoods of the San hunter-gatherer communities.
- Activities:
 1. Participatory community planning with San groups.
 2. Training and capacity building in areas identified by the community.
 3. Provision of small livelihood diversification packages.
 4. Piloting the assignment of forest land-use rights and development of forest and wildlife restoration plans.

9. Component 2: Improved Connectivity and Access to Markets (USD 16.51 million)

10. This component aims to build entrepreneurial and business development capacities and improve market access through targeted infrastructure improvements.

11. Subcomponent 2.1: Supply Chain Structuring and Linkage to Markets (USD 12.53 million)

12. Objective: Strengthen marketing capacities of smallholder farmers and cooperatives.

13. Activities:

14. Building business management and development capacities.

15. Set-up of a two-tier co-financing mechanism for smallholders, cooperatives, and MSEs.

16. Facilitate access to agri-finance/credit.

17. Subcomponent 2.2: Public Investments in Climate Resilient Market-Access Infrastructure (USD 3.98 million)

18. Objective: Promote market-access infrastructure investments to enhance connectivity and reduce post-harvest losses.

19. Activities:

20. Upgrade and expansion of rural roads and bridges.

21. Component Component 3: Institutional Strengthening, Policy Support, and Implementation Support Services (USD 13.47 million). This component supports the effective and efficient implementation of project interventions through capacity building and policy support.

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22.

23. Subcomponent 3.1: Institutional Strengthening and Policy Support (USD 1.63 million) – Interventions under this subcomponent will contribute to the achievement of Outcome 3: Strengthened institutions and policies for a sustainable and inclusive Agriculture sector. The subcomponent has a dual focus: institutional strengthening and policy support.

24. Institutional Strengthening – The objective of this intervention is to augment the capacity of the institutions (public and private sector/community-based organisations) that will be responsible for overseeing and/or implementing the different Project activities. The activities planned for the first AWPB under this intervention:

- Capacity strengthening of Government staff in social inclusion, climate and nutritionComputers for IDA provincial staff (5 computers) ;
- Motorcycles for extension workers (62 motorcycles)¹;
- Staff training for both PMU and IDA staff - IFAD Clinics;

25. *Research and deveopment*

26. Policy Support – The focus of this intervention will be to facilitate the development, review and update of policies and strategies in areas identified as critical for the effective and sustainable development of Angola's Agriculture. There are no activities planned under the policy arena for the first year.

27. Subcomponent 3.2: Project Management (USD 11.84 million) – This subcomponent will focus on putting process and procedures in place to ensure effectiveness in overall PRODESA management, planning and implementation, financial management and control, procurement, monitoring and evaluation, knowledge management, progress reporting, contracting and supervision of different service providers, etc. It will also ensure liaison and linkage with all other relevant projects/programmes being implemented in the country that seek to address similar or related constraints; this would be aimed at taking advantage of existent synergies and avoiding duplications. The following activities are planned:

- Double Cabin Vehicles (13)²;
- Laptops for the PMU and PPIUs (12)³;
- Desktops (14s)⁴;
- Printer/Photocopier (6)⁵;
- Accounting software⁶;
- Safe boxes (6)⁷;
- Projectors (6)⁸;
- Video Conference Equipment (6)⁹;
- Television 85 in (6)¹⁰;
- Server (1)¹¹;
- Internet Network Equipment (6)¹²;

¹2 extension workers per municipality.

³ 3 at central level, 2 per province

³2 at central level, 2 per province

⁴ 4 at central level, 2 per province

¹ 1 at central level, 1 per province.

⁶It includes accounting software package, annual licenses and technical assistance

⁷1 at central level, 1 per province.

⁸1 at central level, 1 per province.

⁹1 at central level, 1 per province.

¹⁰1 at central level, 1 per province.

¹¹It includes: Server, software, uninterruptible power supply unit

¹² 1 at central level, 1 per province.

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- Office Furniture (26)¹³
- Furniture for the Conference Room (6)¹⁴;
- External audit (1);
- Internal audit (1);
- Start-up workshops (6)¹⁵;
- Annual planning & review workshop;
- Participation of PMU and Government staff in workshops and SSTC (1)
- Elaboration of the targeting and social inclusion strategy (1)
- Development of a nutrition strategy/action plan (1)
- Technical assistance for M&E (1)
- Tablets for data collection by extension staff (62)¹⁶;
- Installation of Information Systems (MIS)/Software (1);
- Maintenance of the MIS/ Software (1);
- GIS software installation and licence (1)
- COI Surveys (Baseline) (1);
- TV and radio awareness campaigns on environmental,gender and nutrition issues (1)
- Printing of communications materials (1)
- Knowledge management publications (1)
- Organisation of/ participation to agri-fairs (1)
-
- Project Coordinator (6 months);
- Finance Manager (6 months);
- Monitoring and Evaluation Manager (6 months);
- Procurement and Contracts Manager (6 months);
- Internal Auditor (6 months);
- Accountant (6 months);
- Procurement Assistant (6 months);
- Monitoring and Evaluation Assistant (6 months);
- Knowledge management assistant (6 months);
- Project assistant (6 months);
- Drivers (3, each for 6 months);
- Provincial Coordinators (5, each for 6 months)¹⁷;
- Team leaders (4, each for 6 months);
- Finance and administration assistants (5, each for 6 months);
- Provincial Drivers (5, each for 6 months);
- Field per diem (203 field days in 2025)
- Transport allowance (10 allowances)¹⁸;
- Operating costs
 - Office space (PMU) – 6 months;
 - Office space (5 Provinces, each for 6 30 months);
 - General operating expenses for PMU (6 months);
 - General operating expenses for Provinces (5 provinces, each for 6 months);
 - Vehicle O & M (6.5 lumpsums)¹⁹;
 - Vehicle Insurance (6.5 lumpsums);
 - Vehicle circulation tax (1 lumpsum)²⁰;

¹³6 at central level, 4 per provincet

¹⁴1 at central level, 1 per province. The set consists of a big table (sitting 12 people) and 20 chairs

¹⁵1 at national level, and 5 at provincial level

¹⁶ 1 tablet per extension worker, 2 extension workers/municipality

¹⁷Provincial Coordinators will be getting a top-up to their government salaries

¹⁸ 1 allowance per PMU staff, 2 travels/allowance

¹⁹ 1 allowance/vehicle/year, 13 vehicles,, half allowance because 2025 is half year

²⁰ Covering all vehicles

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- Motorcycle O&M (31 lumpsums)²¹;
- Motorcycle insurance (31 lumpsums).

5.1 Detailed Budget by Components

28. Presented in this section are the detailed cost tables giving an overall picture of financial resources required for the 2025 AWPB and corresponding activities on which funds will be utilised.

²¹ 1 allowance/motorcycle/year, 62 motorcycles, half allowance because 2025 is half year

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PRODESA 2025 AWPB Detailed Budget by Components and Subcomponents

Component 1: Resilient Agricultural Farming and Livelihood Systems

Subcomponent 1.1: Community Mobilization and Participatory Planning for Resilience

Republic of Angola																					
PRODESA																					
Table 1.1. Participatory community planning for resilience																					
Detailed Costs																					
	Unit	Quantities			Unit Cost (US\$ '000)	Totals Including Contingencies (US\$ '000)			Parameters (in %)			Summary Divisions		Other Accounts	Expenditures by Financiers (US\$ '000)						
		Q3	Q4	Total		Q3	Q4	Total	Phy. Cont. Rate	For. Exch.	Gross Tax Rate	Component	Expenditure Account		Disb. Acct.	IFAD 13 PBAS			The Government (in-kind)		
																	Q3	Q4	Total	Q3	Q4
I. Investment Costs																					
A. Characterization of the production basins /a																					
	Study	1		1	300.0	303	-	303	0.0	93.5	6.5	C1.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	283	-	283	20	-	20
B. Facilitation of community development planning /b																					
1. Cuando Cubango																					
	Plan		20	20	5.0		101	101	0.0	93.5	6.5	C1.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	-	94	94	-	7	7
2. Moxico																					
	Plan		20	20	5.0		101	101	0.0	93.5	6.5	C1.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	-	94	94	-	7	7
3. Bié																					
	Plan		20	20	5.0		101	101	0.0	93.5	6.5	C1.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	-	94	94	-	7	7
4. Lunda Norte																					
	Plan		20	20	5.0		101	101	0.0	93.5	6.5	C1.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	-	94	94	-	7	7
5. Lunda Sul																					
	Plan		10	10	5.0		50	50	0.0	93.5	6.5	C1.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	-	47	47	-	3	3
Subtotal																					
						303	454	756								283	424	707	20	29	49
Total																					
						303	454	756								283	424	707	20	29	49
/a At community level																					
/b 1 plan/community, 10 communities/municipalities																					

/a At community level

/b 1 plan/community, 10 communities/municipalities

Subcomponent 1.2: Technical Training Using Agropastoral/Farmer Field Schools (FFS/APFS) for Increased Production, Resilience, and Nutrition

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[illegible]

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Subcomponent 1.3: Supporting the San People through livelihood and forest management and conservation interventions

Republic of Angola																					
PRODESA																					
Table 1.3. Supporting the San People through livelihood and forest management and conservation interventions																					
Detailed Costs																					
	Unit	Quantities			Unit Cost (US\$ '000)	Totals Including Contingencies (US\$ '000)			Parameters (in %)			Summary Divisions				Expenditures by Financiers (US\$ '000)					
		Q3	Q4	Total		Q3	Q4	Total	Phy. Cont. Rate	For. Exch.	Gross Tax Rate	Expenditure		Disb. Acct.	Fin. Rule	IFAD 13 PBAS			The Government (in-kind)		
												Component	Account			Q3	Q4	Total	Q3	Q4	Total
I. Investment Costs																					
A. Facilitation of community planning with the San people /a	Lumpsum	-	-	183.9	-	-	-	0.0	93.5	6.5	CL.3	NAT_EA	NAT_DA	FG (100%)	-	-	-	-	-	-	
B. Training and capacity building /b	Lumpsum	-	-	133.7	-	-	-	0.0	0.0	0.0	CL.3	TRAIN_EA	TRAIN_DA	FG (100%)	-	-	-	-	-	-	
C. Negotiation and implementation of a pilot for San forest land use rights /c	Lumpsum	-	-	466.4	-	-	-	0.0	93.5	6.5	CL.3	NAT_EA	NAT_DA	FG (100%)	-	-	-	-	-	-	
D. Livelihood diversification packages /d	Package	-	-	3.0	-	-	-	0.0	0.0	5.0	CL.3	GOODS_EA	GOODS_DA	FG (100%)	-	-	-	-	-	-	
E. Land governance and titling expert /e																					
1. Consultancy fees	Person/month	3	3	6	7.0	21	21	42	0.0	93.5	6.5	CL.3	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	20	20	40	1	1	3
2. Logistic support /f	Lumpsum	0.25	0.25	1	8.0	2	2	4	0.0	93.5	6.5	CL.3	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	2	2	4	0	0	0
Subtotal																					
Total																					
/a To identify development needs and opportunities based on Free Prior Informed Consent																					
/b Literacy, nutrition, health/sanitation																					
/c Involving participatory land mapping and development of forest and wild-life conservation plans																					
/d Small community development packages that could be related to the production of wild food eaten by the community, goat raising, fruit trees, ecotourism pilots																					
/e Field-based. Land governance, titling and assignment of forest land-use rights to nomadic peoples																					
/f It includes per diem, transport and other allowances																					

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Component 2: Improved Connectivity and Access to Markets

Subcomponent 2.1: Supply Chain Structuring and Linkage to Markets

Republic of Angola PRODESA		Table 2.1: Supply chain structuring and linkage to market										Detailed Costs												
		Unit Cost			Parameters (in %)			Expenditures by Financiers (US\$ '000)																
		Quantities			Totals Including Contingencies (US\$ '000)			Phy.			Expenditure			IFAD 13 PBAS			Beneficiaries (cash)			The Government (in-kind)				
Unit		Q3	Q4	Total	Q3	Q4	Total	Cont. Rate	For. Exch.	Gross Tax Rate	Component	Account	Drab. Acct.	Fin. Rule	Q3	Q4	Total	Q3	Q4	Total	Q3	Q4	Total	
I. Investment Costs																								
A. Northern Cuando Cubango																								
1. Identification of priority value chains to be strengthened /a	Market study	0.5	0.5	1	20.0	10	10	20	0.0	93.5	6.5	C2.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	9	9	19	-	-	-	0.66	0.66	1
2. Coaching of cooperatives and MSEs in business management /b	Lumpsum	-	0.12	0.12	372.8	-	21	21	0.0	93.5	6.5	C2.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	-	20	20	-	-	-	-	1	1
3. Business formalisation and set-up of cooperatives and MSEs for market-oriented investments /c	Cooperative	-	-	-	4.5	-	-	-	0.0	0.0	6.5	C2.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	-	-	-	-	-	-	-	-	-
4. Business plan preparation for cooperatives and MSEs /d	Business plan	1	1	1	3.0	-	3	3	0.0	93.5	6.5	C2.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	-	3	3	-	-	-	-	0	0
5. Two-tier co-financing mechanism for business plans /e																								
a. Tier 1 /f	Financed plan	1	1	1	1.5	-	2	2	0.0	100.0	0.0	C2.1	GRANTS_EA	GRANTS_DA	IFAD13_PBAS (75%), BEN_CASH (25%)	-	1	1	0.2	0.2	0.4	-	-	-
b. Tier 2 /g	Financed plan	-	-	-	5.0	-	2	2	0.0	100.0	0.0	C2.1	GRANTS_EA	GRANTS_DA	IFAD13_PBAS (60%), BEN_CASH (40%)	-	-	-	-	-	-	-	-	-
Subtotal																								
6. Facilitate access to external financing for business plans /h	Financed plan	-	-	-	3.0	-	-	-	0.0	93.5	6.5	C2.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	-	-	-	-	-	-	-	-	-
7. Monitoring and evaluation of business plan execution /i	Lumpsum	0.12	0.12	0.12	86.4	-	10	10	0.0	93.5	6.5	C2.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	-	10	10	-	-	-	-	-	1
8. Establishment of commercial partnerships between cooperatives and MSEs with public and private operators /j	Partnership	-	-	-	3.0	-	-	-	0.0	93.5	6.5	C2.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	-	-	-	-	-	-	-	-	-
Subtotal																								
					10	46	56								9	43	52	0.2	0.2	0.4	1	3	4	
B. Mexico																								
1. Identification of priority value chains to be strengthened /k	Market study	0.5	0.5	1	20.0	10	10	20	0.0	93.5	6.5	C2.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	9	9	19	-	-	-	1	1	1
2. Coaching of cooperatives and MSEs in business management /l	Lumpsum	0.12	0.12	0.12	403.2	-	49	49	0.0	93.5	6.5	C2.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	-	46	46	-	-	-	-	3	3
3. Business formalisation and set-up of cooperatives and MSEs for market-oriented investments /m	Cooperative	1	1	1	4.5	-	5	5	0.0	0.0	6.5	C2.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	-	4	4	-	-	-	-	0	0
4. Business plan preparation for cooperatives and MSEs /n	Business plan	1	1	1	3.0	-	3	3	0.0	93.5	6.5	C2.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	-	3	3	-	-	-	-	0	0
5. Two-tier co-financing mechanism for business plans /o																								
a. Tier 1 /p	Financed plan	2	2	2	1.5	-	3	3	0.0	100.0	0.0	C2.1	GRANTS_EA	GRANTS_DA	IFAD13_PBAS (75%), BEN_CASH (25%)	-	2	2	0	0	1	-	-	-
b. Tier 2 /q	Financed plan	1	1	1	5.0	-	5	5	0.0	100.0	0.0	C2.1	GRANTS_EA	GRANTS_DA	IFAD13_PBAS (60%), BEN_CASH (40%)	-	3	3	1	1	2	-	-	-
Subtotal																								
6. Facilitate access to external financing for business plans /r	Financed plan	-	-	-	3.0	-	8	8	0.0	93.5	6.5	C2.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	-	5	5	1	1	3	-	-	-
7. Monitoring and evaluation of business plan execution /s	Lumpsum	0.12	0.12	0.12	201.6	-	24	24	0.0	93.5	6.5	C2.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	-	23	23	-	-	-	-	2	2
8. Establishment of commercial partnerships between cooperatives and MSEs with public and private operators /t	Partnership	-	-	-	3.0	-	-	-	0.0	93.5	6.5	C2.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	-	-	-	-	-	-	-	-	-
Subtotal																								
					10	99	109								9	90	100	1	1	3	1	6	7	
C. Mali																								
1. Identification of priority value chains to be strengthened /u	Market study	0.5	0.5	1	20.0	10	10	20	0.0	93.5	6.5	C2.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	9	9	19	-	-	-	1	1	1
2. Coaching of cooperatives and MSEs in business management /v	Lumpsum	0.093	0.093	0.093	432.0	-	41	41	0.0	93.5	6.5	C2.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	-	38	38	-	-	-	-	3	3
3. Business formalisation and set-up of cooperatives and MSEs for market-oriented investments /w	Cooperative	1	1	1	4.5	-	5	5	0.0	0.0	6.5	C2.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	-	4	4	-	-	-	-	0	0
4. Business plan preparation for cooperatives and MSEs /x	Business plan	2	2	2	3.0	-	6	6	0.0	93.5	6.5	C2.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	-	6	6	-	-	-	-	0	0
5. Two-tier co-financing mechanism for business plans /y																								
a. Tier 1 /z	Financed plan	2	2	2	1.5	-	3	3	0.0	100.0	0.0	C2.1	GRANTS_EA	GRANTS_DA	IFAD13_PBAS (75%), BEN_CASH (25%)	-	2	2	0	0	1	-	-	-
b. Tier 2 /aa	Financed plan	1	1	1	5.0	-	5	5	0.0	100.0	0.0	C2.1	GRANTS_EA	GRANTS_DA	IFAD13_PBAS (60%), BEN_CASH (40%)	-	3	3	1	1	2	-	-	-
Subtotal																								
6. Facilitate access to external financing for business plans /bb	Financed plan	-	-	-	3.0	-	-	-	0.0	93.5	6.5	C2.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	-	-	-	-	-	-	-	-	-
7. Monitoring and evaluation of business plan execution /cc	Lumpsum	0.093	0.093	0.093	288.0	-	27	27	0.0	93.5	6.5	C2.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	-	25	25	-	-	-	-	2	2
8. Establishment of commercial partnerships between cooperatives and MSEs with public and private operators /dd	Partnership	-	-	-	3.0	-	-	-	0.0	93.5	6.5	C2.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	-	-	-	-	-	-	-	-	-
Subtotal																								
					10	96	106								9	88	97	1	1	3	1	6	6	
D. Demo business plans linked to sub-component 1.2 /ee																								
	Business plan	-	-	-	3.0	-	-	-	0.0	93.5	6.5	C2.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	-	-	-	-	-	-	-	-	-
E. Technical assistance																								
1. Access to finance manager /ff																								
a. Consultancy fees	Person/month	3	3	6	7.0	21	21	42	0.0	93.5	6.5	C2.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	20	20	40	-	-	-	1	1	3
b. Logistic support /gg	Lumpsum	0.25	0.25	0.25	8.0	2	2	4	0.0	93.5	6.5	C2.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	2	2	4	-	-	-	0	0	0
Subtotal																								
					23	23	46								22	22	43	-	-	-	2	2	3	
2. Business development specialists /hh																								
a. Consultancy fees	Person/month	6	6	12	4.5	27	27	54	0.0	93.5	6.5	C2.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	25	25	51	-	-	-	2	2	4
b. Logistic support /ii	Person/month	6	6	12	1.5	9	9	18	0.0	93.5	6.5	C2.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	8	8	17	-	-	-	1	1	3
Subtotal																								
					36	36	72								34	34	68	-	-	-	3	3	6	
Subtotal																								
					60	60	110								56	56	111	-	-	-	4	4	8	
					90	301	391								84	277	361	3	3	6	6	18	24	
Notes:																								
a. Both at farm and aggregator/off-taker level. 3 studies on horticulture, cereals and legumes																								
b. 12-month support (x6 VC Market Specialist, x4 Business Coaching/Plan Preparation staff, x2 M&E, x2 Finance, x2 Coordinator + costs) - 10 days p/m																								
c. Includes land tilling, logistics, bank account opening, BR recording, NIF																								
d. 15 wtd per plan (10 on-field), Tier-1 and Tier-2 landing																								
e. Beneficiaries' contribution can be either from their own funds or via credit from financial institutions																								
f. Project co-financing of 70% of the total value of business plans going from USD 200 to USD 1,500																								
g. Project co-financing of 60% (up to USD 3,000) for business plans going from USD 1,501 to 25,000																								
h. Via local financing institutions, 10 wtd per plan (10 on-field)																								
i. 12-month support (x6 VC Market Specialist, x4 Business Coaching/Plan Preparation staff, x2 M&E, x2 Finance, x2 Coordinator + costs) - 5 days p/m																								
j. 10 wtd per partnership leveraged																								
k. Both at farm and aggregator/off-taker level. 3 studies on horticulture, cereals and legumes																								
l. 12-month support (x6 VC Market Specialist, x4 Business Coaching/Plan Preparation staff, x2 M&E, x2 Finance, x2 Coordinator + costs) - 10 days p/m																								
m. Includes land tilling, logistics, bank account opening, BR recording, NIF																								
n. 15 wtd per plan (10 on-field), Tier-1 and Tier-2 landing																								
o. Beneficiaries' contribution can be either from their own funds or via credit from financial institutions																								
p. Project co-financing of 70% of the total value of business plans going from USD 200 to USD 1,500																								
q. Project co-financing of 60% (up to USD 3,000) for business plans going from USD 1,501 to 25,000																								
r. Via local financing institutions, 10 wtd per plan (10 on-field)																								
s. 12-month support (x6 VC Market Specialist, x4 Business Coaching/Plan Preparation staff, x2 M&E, x2 Finance, x2 Coordinator + costs) - 5 days p/m																								
t. 10 wtd per partnership leveraged																								
u. Both at farm and aggregator/off-taker level. 3 market studies on horticulture, cereals and legumes																								
v. 12-month support (x3 VC Market Specialist, x6 Business Coaching/Plan Preparation staff, x1 M&E, x1 Finance, x1 Coordinator + costs) - 10 days p/m																								
w. Includes land tilling, logistics, bank account opening, BR recording, NIF																								
x. 15 wtd per plan (10 on-field), Tier-1 and Tier-2 landing																								
y. Beneficiaries' contribution can be either from their own funds or via credit from financial institutions																								
z. Project co-financing of 70% of the total value of business plans going from USD 200 to USD 1,500																								
aa. Project co-financing of 60% (up to USD 3,000) for business plans going from USD 1,501 to 25,000																								
ab. Via local financing institutions, 10 wtd per plan (10 on-field)																								
ac. 12-month support (x6 VC Market Specialist, x4 Business Coaching/Plan Preparation staff, x2 M&E, x2 Finance, x2 Coordinator + costs) - 5 days p/m																								
ad. 10 wtd per partnership leveraged																								
ae. Business plans for the management of the demo shade houses and cassava post-harvest handling																								
af. Based 70% in Luanda and 30% in the field																								
ag. It includes per diem, transport and other allowances																								
ah. Two specialists based in the field and supervised by the access to finance manager																								
ai. Monthly packages for the two specialists, including per diem, transport and other allowances																								

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Subcomponent 2.2: Public Investments in Climate Resilient Market-Access Infrastructure

Republic of Angola																					
PRODESA																					
Table 2.2. Public investments in market-oriented infrastructure																					
Detailed Costs																					
										Parameters (in %)			Summary Divisions			Expenditures by Financiers (US\$ '000)					
										Phy. Cont. Rate	For. Exch.	Gross Tax Rate	Expenditure Account		Disb. Acct.	Fin. Rule	The Government (in-kind)				
Unit	Q3	Q4	Total	Unit Cost (US\$ '000)	Totals Including Contingencies (US\$ '000)	Q3	Q4	Total				Component				Q3	Q4	Total	Q3	Q4	Total
I. Investment Costs																					
A. North Cuando Cubango, Moxico and Bié																					
1. Upgrading of rural feeder roads																					
a. Design and supervision	Lumpsum	-	-	187.5	-	-	-	-	0.0	93.5	6.5	C2.2	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	-	-	-	-	-	-
b. Upgrading works	Km	-	-	5.0	-	-	-	-	5.0	81.0	14.0	C2.2	WORKS_EA	WORKS_DA	IFAD13_PBAS (100%)	-	-	-	-	-	-
Subtotal																					
2. Construction of small-scale bridges																					
a. Design and supervision	Lumpsum	-	-	18.8	-	-	-	-	0.0	93.5	6.5	C2.2	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	-	-	-	-	-	-
b. Construction works	Bridge	-	-	5.0	-	-	-	-	5.0	81.0	14.0	C2.2	WORKS_EA	WORKS_DA	IFAD13_PBAS (100%)	-	-	-	-	-	-
Subtotal																					
3. Technical assistance																					
a. Infrastructure specialist /a																					
Consultancy fees	Person.month	3	3	7.0	21	21	42	0.0	93.5	6.5	C2.2	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	20	20	40	1	1	3	
Logistic support /b	Person.month	3	3	1.5	5	5	9	0.0	93.5	6.5	C2.2	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	4	4	8	0	0	1	
Subtotal																					
Total																					

1a Based in Moxico

1b Monthly package including per diems, transport and other allowances

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Component 3: Institutional Strengthening, Policy Support, and Implementation Support Services

Subcomponent 3.1: Institutional Strengthening and Policy Support

Republic of Angola																										
PRODESA																										
Table 3.1: Institutional Strengthening and Policy Support																										
Detailed Costs																										
	Unit	Quantities			Unit Cost (US\$ '000)	Totals Including Contingencies (US\$ '000)			Parameters (in %)			Summary Divisions		Expenditures by Financiers (US\$ '000)												
		Q3	Q4	Total		Q3	Q4	Total	Phy. Cont. Rate	For. Exch.	Gross Tax Rate	Component	Expenditure Account	Drab. Acct.	Fin. Rule	IFAD 13 PBAS			The Government (cash)			The Government (in-kind)				
																Q3	Q4	Total	Q3	Q4	Total	Q3	Q4	Total	Q3	Q4
I. Investment Costs																										
A. Institutional strengthening																										
1. Capacity strengthening of Government staff in social inclusion, climate and nutrition <i>ia</i>																										
Lumpsum	-	-	0.5	1	55.0	29	29	59	0.0	0.0	0.0	C3.1	TRAIN_EA	TRAIN_DA	IFAD13_PBAS (100%)	29	29	59	-	-	-	-	-	-	-	-
2. Capacity building through SSTC and training in socio-economical inclusion of people with disabilities <i>ib</i>																										
Lumpsum	-	-	-	32.2	-	-	-	-	0.0	0.0	0.0	C3.1	TRAIN_EA	TRAIN_DA	IFAD13_PBAS (100%)	-	-	-	-	-	-	-	-	-	-	-
3. Creation of a multisectoral nutrition monitoring group at municipal level <i>ic</i>																										
Lumpsum	-	-	-	13.6	-	-	-	-	0.0	0.0	6.5	C3.1	NAT_EA	NAT_DA	FG (100%)	-	-	-	-	-	-	-	-	-	-	-
4. Support to DAVEDA capacity development <i>id</i>																										
Lumpsum	-	-	-	5	-	-	-	-	0.0	0.0	0.0	C3.1	NAT_EA	NAT_DA	FG (100%)	-	-	-	-	-	-	-	-	-	-	-
5. Computers for IDA provincial staff <i>ie</i>																										
Number	5	-	-	5	2.0	10	-	10	0.0	86.0	14.0	C3.1	VEHQ_EA	VEHQ_DA	IFAD13_PBAS (86%), GVTCASH (2%)	8	-	8	0	-	0	1	-	1	-	1
6. Motorcycles for extension workers <i>if</i>																										
Number	62	-	-	62	6.0	375	-	375	0.0	86.0	14.0	C3.1	VEHQ_EA	VEHQ_DA	IFAD13_PBAS (50%), GVTCASH (50%)	161	-	161	161	-	161	53	-	53	-	53
7. IFAD Clinics <i>ig</i>																										
Lumpsum	0.5	0.5	1	1	3.3	2	4	6	0.0	0.0	0.0	C3.1	TRAIN_EA	TRAIN_DA	IFAD13_PBAS (100%)	2	2	4	-	-	-	-	-	-	-	-
Subtotal																										
						416	31	447								201	31	232	162	-	162	54	-	54	-	54
B. Research and development																										
1. Partnership with the IA to develop a seed system and promote new farming technologies																										
Lumpsum	0.25	0.25	0.5	67.9	19	19	39	0.0	0.0	6.5	C3.1	NAT_EA	NAT_DA	IFAD13_PBAS (100%)	18	18	36	-	-	-	-	1	-	1	-	3
C. Policy support																										
1. Formulation of policy papers																										
Lumpsum	-	-	-	30.0	-	-	-	-	0.0	93.5	6.5	C3.1	NAT_EA	NAT_DA	FG (100%)	-	-	-	-	-	-	-	-	-	-	-
Total																										
						436	50	486								219	49	268	162	-	162	55	1	56	-	56
<i>ia</i> 50 people at municipal level, 10 at provincial level, 6 people at national level, 33 people/training. It includes travel, per diem and other costs																										
<i>ib</i> For Government and project staff																										
<i>ic</i> For DAVEDA and public authorities involved in health and gender. It includes training on nutrition and its management in PRODESA																										
<i>id</i> It includes support for the implementation of the capacity development plan																										
<i>ie</i> The unit cost includes 2% custom duty paid by the Government																										
<i>if</i> 2 extension workers/municipality. The unit cost includes the 50% custom duty paid by the Government																										
<i>ig</i> Trainings for both PMU and IDA staff. It covers SECAP, social inclusion, procurement, etc.																										

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Subcomponent 3.2: Project Management

Republic of Angola		PRODESA		Table 3.2: Project Coordination and Implementation Support Services		Detailed Costs		Unit Cost (USD)		Totals including Contingencies (USD '000)		Parameters (in %)		Summary Subtotals		Expenditures by Financiers (USD '000)		Expenditures by Beneficiaries (USD '000)		The Government (in-kind)		Total				
		Quantities		Unit Cost (USD)		Totals including Contingencies (USD '000)		Parameters (in %)		Summary Subtotals		Expenditures by Financiers (USD '000)		Expenditures by Beneficiaries (USD '000)		The Government (in-kind)		Total		Total		Total				
		Q3	Q4	Total	Q3	Q4	Total	Rate	For. Exch.	Gross Tax Rate	Component	Account	Subs. Acct.	Fin. Rate	Q3	Q4	Total	Q3	Q4	Total	Q3	Q4	Total			
I. Investment Costs																										
A. Vehicles and equipment for the PMU and PPIUs																										
1. Double Cabin Vehicle (a)	Number	13	-	13	40.0	524	-	524	0.0	88.0	14.0	C3.2	VEHQ_EA	VEHQ_DA	FAD13_PBAS (50%) / GOVTASH (50%)	226	-	226	-	-	226	73	-	73		
2. Laptop (b)	Number	12	-	12	2.0	24	-	24	0.0	88.0	14.0	C3.2	VEHQ_EA	VEHQ_DA	FAD13_PBAS (50%) / GOVTASH (50%)	1	-	1	-	-	1	3	-	3		
3. Desktop (c)	Number	14	-	14	15	21	-	21	0.0	88.0	14.0	C3.2	VEHQ_EA	VEHQ_DA	FAD13_PBAS (50%) / GOVTASH (50%)	17	-	17	-	-	1	1	3	3		
4. Printer/Scanner (d)	Number	6	-	6	5.0	30	-	30	0.0	88.0	14.0	C3.2	VEHQ_EA	VEHQ_DA	FAD13_PBAS (50%) / GOVTASH (50%)	25	-	25	-	-	1	1	4	4		
5. Accounting software (e)	Number	1	-	1	25.0	25	-	25	0.0	90.0	5.0	C3.2	GOODS_EA	GOODS_DA	FAD13_PBAS (50%) / GOVTASH (50%)	24	-	24	-	-	-	-	1	1		
6. Software (f)	Number	6	-	6	2.0	12	-	12	0.0	88.0	14.0	C3.2	VEHQ_EA	VEHQ_DA	FAD13_PBAS (50%) / GOVTASH (50%)	10	-	10	-	-	1	1	2	2		
7. Projector (g)	Number	6	-	6	2.0	12	-	12	0.0	88.0	14.0	C3.2	VEHQ_EA	VEHQ_DA	FAD13_PBAS (50%) / GOVTASH (50%)	10	-	10	-	-	1	1	2	2		
8. Video conferencing equipment (h)	Set	6	-	6	3.5	21	-	21	0.0	88.0	14.0	C3.2	VEHQ_EA	VEHQ_DA	FAD13_PBAS (50%) / GOVTASH (50%)	17	-	17	-	-	1	1	3	3		
9. Television 55 in (i)	Number	6	-	6	3.5	21	-	21	0.0	88.0	14.0	C3.2	VEHQ_EA	VEHQ_DA	FAD13_PBAS (50%) / GOVTASH (50%)	17	-	17	-	-	1	1	3	3		
10. Internet network equipment (j)	Package	6	-	6	5.0	30	-	30	0.0	88.0	14.0	C3.2	VEHQ_EA	VEHQ_DA	FAD13_PBAS (50%) / GOVTASH (50%)	25	-	25	-	-	1	1	4	4		
11. Office furniture (k)	Set	26	-	26	3.0	78	-	78	0.0	88.0	14.0	C3.2	GOODS_EA	GOODS_DA	FAD13_PBAS (50%) / GOVTASH (50%)	71	-	71	-	-	-	-	12	12		
12. Furniture for the conference room (l)	Set	6	-	6	15.0	90	-	90	0.0	88.0	14.0	C3.2	GOODS_EA	GOODS_DA	FAD13_PBAS (50%) / GOVTASH (50%)	27	-	27	-	-	-	-	4	4		
Subtotal						847	-	847									407	-	407	-	-	234	116	-	116	
B. Training and workshops																										
1. Startup workshop (m)	Workshop	6	-	6	10.0	64	-	64	0.0	0.0	0.0	C3.2	TRAIN_EA	TRAIN_DA	FAD13_PBAS (100%)	64	-	64	-	-	-	-	-	-		
2. Annual planning and review workshop (n)	Lumpsum	0.5	-	0.5	5.0	3	-	3	0.0	0.0	0.0	C3.2	TRAIN_EA	TRAIN_DA	FAD13_PBAS (100%)	3	-	3	-	-	-	-	-	-		
3. Participation of PMU and Government staff in workshops and SSTC (o)	Lumpsum	0.5	0.5	1	15.0	8	8	16	0.0	0.0	0.0	C3.2	TRAIN_EA	TRAIN_DA	FAD13_PBAS (100%)	8	8	16	-	-	-	-	-	-		
Subtotal																										
C. Audit																										
1. External audit (p)	Number	-	1	1	45.0	-	45	45	0.0	95.5	6.5	C3.2	NAT_EA	NAT_DA	FAD13_PBAS (100%)	-	42	42	-	-	-	-	-	3	3	
2. Internal audit (q)	Number	-	1	1	15.0	-	15	15	0.0	95.5	6.5	C3.2	NAT_EA	NAT_DA	FAD13_PBAS (100%)	-	14	14	-	-	-	-	-	1	1	
Subtotal																										
D. SECAP and social inclusion																										
1. Elaboration of the targeting and social inclusion strategy (r)	Strategy	1	-	1	20.0	21	-	21	0.0	0.0	6.5	C3.2	NAT_EA	NAT_DA	FAD13_PBAS (100%)	20	-	20	-	-	-	-	1	1		
2. Development of a nutrition intervention plan (s)	Strategy	1	-	1	10.0	12	-	12	0.0	0.0	6.5	C3.2	NAT_EA	NAT_DA	FAD13_PBAS (100%)	11	-	11	-	-	-	-	1	1		
3. Development of environmental, social and climate management plans (ESCMs) (t)	Lumpsum	-	-	-	-	-	-	-	0.0	0.0	6.5	C3.2	NAT_EA	NAT_DA	FAD13_PBAS (100%)	-	-	-	-	-	-	-	-	-		
4. Development of risk-specific feasibility studies for major infrastructure (u)	Lumpsum	-	-	-	-	-	-	-	0.0	95.5	6.5	C3.2	NAT_EA	NAT_DA	FAD13_PBAS (100%)	-	-	-	-	-	-	-	-	-		
Subtotal																										
E. Monitoring and evaluation																										
1. Technical assistance for M&E (v)	Lumpsum	0.5	0.5	1	12.0	6	6	13	0.0	0.0	6.5	C3.2	NAT_EA	NAT_DA	FAD13_PBAS (100%)	6	6	12	-	-	-	-	0.4	0.4		
2. M&E workshop with project stakeholders (w)	Workshop	-	-	-	-	-	-	-	0.0	0.0	0.0	C3.2	TRAIN_EA	TRAIN_DA	FAD13_PBAS (100%)	-	-	-	-	-	-	-	-	-		
3. Tables for data collection (x)	Number	62	-	62	1.0	63	-	63	0.0	88.0	14.0	C3.2	VEHQ_EA	VEHQ_DA	FAD13_PBAS (50%) / GOVTASH (50%)	51	-	51	-	-	2	2	9	8.8		
4. Installation of the management information system (MIS) software (y)	Set	1	-	1	25.0	27	-	27	0.0	0.0	6.5	C3.2	GOODS_EA	GOODS_DA	FAD13_PBAS (100%)	20	-	20	-	-	-	-	4	3.9		
5. Maintenance of the MIS software (z)	Lumpsum	0.25	0.25	0.5	0.27	0.27	0.5	0.5	0.0	0.0	6.5	C3.2	NAT_EA	NAT_DA	FAD13_PBAS (100%)	0.2	0.2	0.5	-	-	-	-	-	0.0		
6. GIS software installation and license (aa)	Lumpsum	1	-	1	15.0	16	-	16	0.0	0.0	5.0	C3.2	GOODS_EA	GOODS_DA	FAD13_PBAS (100%)	15	-	15	-	-	-	-	1	0.80		
7. Baseline CCI survey (ab)	Survey	1	-	1	100.0	106	-	106	0.0	0.0	6.5	C3.2	NAT_EA	NAT_DA	FAD13_PBAS (100%)	99	-	99	-	-	-	-	7	6.90		
8. Midline CCI survey (ac)	Survey	-	-	-	-	-	-	-	0.0	95.5	6.5	C3.2	NAT_EA	NAT_DA	FAD13_PBAS (100%)	-	-	-	-	-	-	-	-	-		
9. Taper study (ad)	Study	-	-	-	-	-	-	-	0.0	95.5	6.5	C3.2	NAT_EA	NAT_DA	FAD13_PBAS (100%)	-	-	-	-	-	-	-	-	-		
10. Annual outcome survey (ae)	Lumpsum	-	-	-	-	-	-	-	0.0	0.0	0.0	C3.2	NAT_EA	NAT_DA	FAD13_PBAS (100%)	-	-	-	-	-	-	-	-	-		
11. Economic feasibility study (af)	Study	-	-	-	-	-	-	-	0.0	0.0	0.0	C3.2	NAT_EA	NAT_DA	FAD13_PBAS (100%)	-	-	-	-	-	-	-	-	-		
12. Endline CCI survey (ag)	Lumpsum	-	-	-	-	-	-	-	0.0	0.0	0.0	C3.2	TRAIN_EA	TRAIN_DA	FG (100%)	-	-	-	-	-	-	-	-	-		
Subtotal						112	113	225									99	102	201	-	-	2	2	21	0	21
F. Knowledge management and communication																										
1. TV and radio awareness campaigns on environmental, gender and nutrition issues (ah)	Campaign	-	1	1	2.0	-	2	2	0.0	0.0	14.0	C3.2	GOODS_EA	GOODS_DA	FAD13_PBAS (100%)	-	3	3	-	-	-	-	-	0	0	
2. Printing of communications materials (ai)	Lumpsum	-	1	1	2.0	-	2	2	0.0	0.0	14.0	C3.2	GOODS_EA	GOODS_DA	FAD13_PBAS (100%)	-	2	2	-	-	-	-	-	0	0	
3. Knowledge management publications (aj)	Lumpsum	-	1	1	1.0	-	1	1	0.0	0.0	14.0	C3.2	GOODS_EA	GOODS_DA	FAD13_PBAS (100%)	-	1	1	-	-	-	-	-	0	0	
4. Exchange visits for technical staff and extension officers (ak)	Lumpsum	-	1	1	3.0	-	3	3	0.0	0.0	0.0	C3.2	TRAIN_EA	TRAIN_DA	FAD13_PBAS (100%)	-	-	-	-	-	-	-	-	-		
5. Organization of participation to agri-fairs (al)	Lumpsum	-	1	1	2.0	-	2	2	0.0	0.0	0.0	C3.2	TRAIN_EA	TRAIN_DA	FAD13_PBAS (100%)	-	-	-	-	-	-	-	-	-		
Subtotal																										
Total Investment Costs						1,066	100	1,266									607	178	875	-	-	236	139	5	144	
II. Recurrent Costs																										
A. Salaries and allowances																										
1. Project Management Unit (a)																										
Project coordinator (b)	Month	3	3	6	10.0	30	30	61	0.0	95.5	6.5	C3.2	SAL_EA	SAL_DA	FAD13_PBAS (64.5%) / FAD13_BRAM (35.5%)	18	18	36	10	10	20	-	-	2	2	
Finance manager (c)	Month	3	3	6	7.0	21	21	42	0.0	95.5	6.5	C3.2	SAL_EA	SAL_DA	FAD13_PBAS (64.5%) / FAD13_BRAM (35.5%)	13	13	26	7	7	14	-	-	1	1	
Monitoring and evaluation manager (d)	Month	3	3	6	7.0	21	21	42	0.0	95.5	6.5	C3.2	SAL_EA	SAL_DA	FAD13_PBAS (64.5%) / FAD13_BRAM (35.5%)	13	13	26	7	7	14	-	-	1	1	
Procurement and contracts manager (e)	Month	3	3	6	7.0	21	21	42	0.0	95.5	6.5	C3.2	SAL_EA	SAL_DA	FAD13_PBAS (64.5%) / FAD13_BRAM (35.5%)	13	13	26	7	7	14	-	-	1	1	
Monitoring and evaluation assistant (f)	Month	3	3	6	3.5	11	11	21	0.0	95.5	6.5	C3.2	SAL_EA	SAL_DA	FAD13_PBAS (64.5%) / FAD13_BRAM (35.5%)	6	6	13	4	4	7	-	-	1	1	
Procurement assistant (g)	Month	3	3	6	3.5	11	11	21	0.0	95.5	6.5	C3.2	SAL_EA	SAL_DA	FAD13_PBAS (64.5%) / FAD13_BRAM (35.5%)	6	6	13	4	4	7	-	-	1	1	
Knowledge management assistant (h)	Month	3	3	6	3.5	11	11	21	0.0	95.5	6.5	C3.2	SAL_EA	SAL_DA	FAD13_PBAS (64.5%) / FAD13_BRAM (35.5%)	6	6	13	4	4	7	-	-	1	1	
Accountant (i)	Month	3	3	6	3.5	11	11	21	0.0	95.5	6.5	C3.2	SAL_EA	SAL_DA	FAD13_PBAS (64.5%) / FAD13_BRAM (35.5%)	6	6	13	4	4	7	-	-	1	1	
Internal auditor (j)	Month	3	3	6	2.5	8	8	15	0.0	95.5	6.5	C3.2	SAL_EA	SAL_DA	FAD13_PBAS (64.5%) / FAD13_BRAM (35.5%)	5	5	9	3	3	5	-	-	0	0	
Project assistant (k)	Month	3	3	6	2.5	8	8	15	0.0	95.5	6.5	C3.2	SAL_EA	SAL_DA	FAD13_PBAS (64.5%) / FAD13_BRAM (35.5%)	5	5	9	3	3	5	-	-	0	0	
Drivers (l)	Month	9	9	18	1.0	18	18	36	0.0	95.5	6.5	C3.2	SAL_EA	SAL_DA	FAD13_PBAS (64.5%) / FAD13_BRAM (35.5%)	9	9	18	3	3	6	-	-	1	1	
Subtotal						100	100	200									97	97	194	30	30	60				

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V. IMPLEMENTATION ARRANGEMENT

6.1 Overall coordination and Link to the Review and Approval Process

29. Project Year 2025, being PRODESA's inaugural implementation period, many of the Project's activities during the first few months will mainly be preparatory in nature. The PMU will work to put processes, procedures and structures in place for effective PRODESA's implementation. It is expected that after the inaugural implementation period, the rate of activity implementation will pick up fast.

30. As the PMU coordinates the different PRODESA activities, due regard will be given to the time needed for the different institutions (IFAD and GoA, and other co-financiers) to review and approve the different aspects of PRODESA implementation. This will be important to avoid implementation delays. This will be particularly important for the procurement function. The PMU will have to ensure that proper procedures with regard to prior review are adhered to. The time needed to accommodate the review and approval of the different procurements is incorporated in the Procurement Plan. The Project Implementation Manual (PIM) also provides guidance on all aspects of PRODESA implementation. The PRODESA Provincial Coordinators will have to ensure that all Project aspects related to the provincial, municipality and communes are well coordinated during the process of activity implementation; this should include planning, implementation, management, reporting, monitoring and evaluation.

31. In order to implement PRODESA activities effectively, areas which lack capacity will be addressed by providing the relevant capacity that is specific to the identified capacity gaps. Capacity building is the responsibility of PRODESA's Subcomponent 3.1. Accordingly, capacity building programmes have been allowed for in the AWPB.

6.2 Progress Reporting

32. The PMU will aim at providing informative progress reports; this is a formal requirement stipulated in the Financing Agreement. The six-monthly and annual reports will be prepared and submitted to IFAD, the GoA and all collaborating institutions. The Provincial Coordinators will produce a consolidated report for all Project activities. The consolidated implementation progress report will be submitted to the oversight body (PSC) for review, comment and endorsement. The PMU would address any comments emanating from the oversight body before submitting the reports to IFAD. Efforts will be made to ensure a timely submission of the reports to IFAD. The progress reports will provide:

- a) a review of implementation progress compared to planned activities, and expenditures compared to budgets;
- b) details of problems encountered during the reporting period and any remedial actions taken to resolve the problems;
- c) an analysis of strength and weaknesses, opportunities and threats;
- d) a discussion of quantitative and qualitative progress made in achieving the overall objectives; and,
- e) the strategic direction for the next planning cycle.

33. In the process of producing progress reports, the PMU will reflect on outputs, evaluate performance, and identify weaknesses that can be improved and successes that can be up-scaled. It is hoped that this process would lead to better plans and implementation in the future.

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6.3 Monitoring and Evaluation & Knowledge Management

34. Performance monitoring will be the primary responsibility of the Monitoring & Evaluation/Knowledge Management team at the PMU. The team will ensure that there are enough resources for all entities involved in implementing Programme activities. These will be assigned specific M&E duties, to enable them to play an active part in the participatory M&E process. Resources will be provided for the operational costs related to M&E activities. The essence of the M&E system is the ability to supply regular data, to monitor progress towards the achievement of set objectives and to detect emergence of unexpected developments and to draw those developments to the attention of management.

35. In situations where Project activities are to be implemented by qualified Service Providers, monitoring responsibilities may be formally agreed between the Service Providers as part of the agreements to be signed by the parties. Each of those Service Providers/Participating Institutions will be responsible for monitoring the activities they implement. Heads of the various institutions will take the lead role and responsibility for monitoring, especially in setting implementation milestones, collection of the necessary data, and reporting to the PMU. They will also take the lead role in interpreting outcomes of performance and impact M&E in terms of policy adaptations and requirements. To that end, the PMU will provide a clear common framework for planning and progress reporting, and to ensure that all parties have a clear understanding of the tools, formats, definition and applicability of indicators, and the means to conduct quality assurance. The PMU will be responsible for receiving and collating M&E data from the different institutions and producing consolidated progress reports. Results of M&E will be shared with other implementing partners during the M&E and national planning and review workshops. The focus will be to ensure a continuous process of feedback to stakeholders and management to enhance timely responses.

36. During the course of 2025, a baseline survey will be conducted to provide information about verifiable indicators as a benchmark for assessing impact of PRODESA interventions in line with the Project's goal, objectives and activities as contained in the logical framework. Such benchmarks will be developed as a reference point when organising repeat surveys and or when conducting Project Mid-term Review and end-of-Project evaluation.

37. It is planned that IFAD and the GoA will jointly undertake one supervision mission and one implementation support mission exercise at least once every year.

38. With regard to Knowledge Management (KM), the focus of this first year AWPB will be on the preparation of PRODESA's KM action plan whose objectives would be to: a) identify knowledge gaps and prioritization of knowledge products to be developed; b) systematically document methods to ease the up-scaling of best practices in Ethiopia or repackaging of innovative approaches developed elsewhere; c) disseminate knowledge using various communication tools. The dissemination will serve as an avenue for sharing relevant information among implementing partners and other stakeholders.

6.4 Procurement, Disbursements, Accounts and Finance Management

39. Financial management will involve budgeting, receipt of funds, procurement, making of payments, justification, generating withdrawal applications and reporting on all Project activities implemented. The PMU will establish a sound financial management system for the Project, consistent with the requirements of IFAD Guidelines on Financial Management covering the financial management cycle from Project start-up to financing closing including budgeting, accounting and financial reporting; establishing internal controls with internal audit arrangements; funds flow management including disbursements; and statutory audit throughout the Project cycle.

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40. The authority to incur expenditure is the approval of the AWPB with expenditure incurred outside the approved AWPB declared ineligible for financing from the Project funds.

41. Regarding procurement, each contract to be financed by proceeds of IFAD's investment will be included in the Project Procurement Plan (PP) prepared by the PMU, approved by the PSC and receiving No Objection from IFAD. The PMU procurement unit will be in charge of, inter alia, procurement planning, handling of the bidding process, conducting bid openings and evaluations of bids, and contract monitoring. A Procurement Committee will be established at the PMU and would be expected to review and certify the following documents or actions: procurement plan, draft advertisements and bidding documents, evaluation reports and contract award recommendations, rejection of bids, contracts or contract amendments above pre-defined thresholds.

42. It should be noted that this being the inaugural year of PRODESA implementation, the Procurement Plan was prepared by a consultant. In the subsequent years, the Procurement Plan will be prepared from a consolidated list of goods and services for the different cost centres.

VI. EXPECTED BENEFITS AND BENEFICIARIES

43. The planned period (2025) being the inaugural year of a 5-year 1st phase implementation period, the focus is expected to be on putting in place processes and procedures to help guide PRODESA implementation for the rest of the Project period. Therefore, it is assumed that the number of beneficiaries to be reached will be less than in subsequent years. This is consistent with PRODESA's projected disbursement by semester which is expected to be low at the beginning of the Project and will increase in subsequent years.

PRODESA, aims to improve the livelihoods of rural communities. Here are some of the expected benefits and beneficiaries:

Expected Benefits

- a) **Increased Agricultural Productivity:** By providing training and resources, PRODESA aims to enhance farming techniques, leading to higher crop yields and better food security.
- b) **Economic Growth:** The project supports small-scale farmers and rural entrepreneurs, boosting local economies and creating job opportunities.
- c) **Improved Infrastructure:** Investments in rural infrastructure, such as roads and irrigation systems, facilitate better market access and reduce post-harvest losses.
- d) **Capacity Building:** Training programs for farmers and local institutions help build skills and knowledge, ensuring sustainable development.

Beneficiaries

- e) **Small-Scale Farmers:** They receive training, resources, and support to improve their agricultural practices and increase productivity.
- f) **Rural Entrepreneurs:** Individuals involved in agribusinesses benefit from financial and technical assistance to grow their enterprises.
- g) **Local Communities:** Improved infrastructure and economic opportunities enhance the overall quality of life for rural populations.

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- h) **Women and Youth:** Special focus is given to empowering women and young people through targeted programs and initiatives.
- i) .

VII. CONSTRAINTS, RISKS AND MITIGANTS

44. Presented in the below table are the possible constraints and risks that may hamper the implementation of the PRODESA 2025 AWPB. The table also provides the suggested mitigation measures.

Table 6: Possible Constraints and Risks and Suggested Mitigation Measures

Risk	Risk Mitigation Measures
1. Delay in procurement resulting in delay in implementation.	• Ensure the application/use of efficient procurement planning.
2. Delay in disbursement of funds resulting in delay in implementation.	• Follow proper financial management procedures and ensure submission of all supporting documentation when asking for replenishments.
3. Delayed receipt of No Objection from IFAD resulting in delay in implementation.	• Ensure proper planning that gives adequate time for receipt of requisite approvals.

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex 7: Financial Management Assessment

Mission Dates: 12/08/2024 30/08/2024

Document Date: 16/04/2025

Project No. 2000003951

Report No. 7128-AO

East and Southern Africa Division
Programme Management Department

Annex 7: Financial Management Arrangements

I. Summary of Financial Management arrangements

A Financial Management assessment (FMA) for the Sustainable Development for Subsistence Family Farmers Program (PRODESA) has been performed during the project design in accordance with IFAD's guidelines taking into account the project-specific circumstances and associated risks to adapt financial management arrangements for the project. The assessment included review of available reports on the quality of PFM institutions as well as Financial Management (FM) assessment on ongoing and previous IFAD funded projects in the Republic of Angola to establish adequate FM arrangements based on lessons learned from IFAD's experience in the country.

The FMA involved assessing the inherent risk at country, entity and project level. Overall FM inherent and residual risk for PRODESA is rated as substantial. Main financial management risks and proposed mitigation measures are detailed in Table 2.

II. Project financial profile.

Total cost of PRODESA is estimated at USD 132 million over 11 years, implemented in two phases. Phase one (2025-2030) accounts for USD 73 million, and phase two (2030-2036) accounts for USD 59 million. The total cost of phase one, USD 73 million, with IFAD financing USD 38.54 million, will be financed as follows:

52.8% of the total costs, or USD 38.544 million, will be covered by IFAD. This includes USD 27.614 million from the IFAD 13th performance-based allocation system (PBAS), USD 5 million from the Borrowed Resource Access Mechanism (BRAM), and USD 5.93 million from the IFAD 11th cycle, which includes resources from the partial cancellation of SREP. The financing gap of USD 25.264 million may be sourced through the IFAD 14th replenishment cycle and the Adaptation Fund (with a potential amount of USD 10 million). 10.4%, or USD 7.568 million, will be provided by the Government. Co-financing from the Government consists of both in-kind (USD 6.51 million) and cash (USD 1.058 million) contributions. The in-kind contribution includes waiving the estimated taxes on the programme costs and providing office space for the implementation units, while the cash contribution includes waiving the estimated custom duties and financing the general operating costs of the implementation units. 2.2%, or USD 1.624 million, will be contributed by the beneficiaries. Co-financing from PRODESA beneficiaries is expected both in-kind (USD 0.345 million) and cash (USD 1.279 million). While the co-financing mechanism of component 2 strictly requires a cash contribution, the beneficiaries of the investments under component 1 will contribute in both ways.

The PRODESA will include following five categories; Works, Consultancies (Consultancies, trainings and workshops), Goods and Services (including goods, equipment and vehicles), grants and subsidies, and salaries and allowances (which will also include operating costs). Grants and subsidies eligibility criteria and procedures are detailed in the PIM and the Financial Management Manual (PIM). Required supporting documents and approval processes for the payments relating to each expense category is detailed in the Financial Management Manual and internal audit's TOR will be focusing on categories that pose a high risk of misuse of funds.

The overall recurrent cost of the project is estimated at US\$ 9.33 million (12.78%), including all financiers. As per the design, the recurrent cost under the IFAD financing amounts to US\$2.075 million, which represents %5.38 of IFAD financing. Recurrent costs under the financing gap are

estimated at US\$4.88 million (%19). Recurrent costs are not evenly distributed between FIs, which may create an issue during the implementation.

To facilitate a prompt start-up, a withdrawal up to USD 500 000 may be made from the IFAD Loan to pay for expenditures related to the Project start-up before fulfilment of the condition's precedent to withdrawal. The start-up activities may include: (i) Recruitment of key staff, (ii) Finalizing the Project Implementation Manual including the financial procedures, accounting and procurement manual; (iii) Finalization of the first AWPB & procurement plan; (iv) Organization of a Start-up workshop; (v) The cost relating to installation of the accounting software; (vi) Conducting a baseline survey and mapping of beneficiaries to establish a reference point for monitoring and evaluation. IFAD no objection will be required for the activities that will be financed by start-up advance.

III. Implementation Arrangements

The Ministry of Agriculture and Fisheries (MINAGRIP) will be the lead implementing agency of the project and will delegate the implementation of the project to the Institute for Agricultural Development (IDA), which will have the responsibility of overseeing the implementation of the Project. IDA will delegate the day-to-day management of the Project to a Project Management Unit (PMU), which will be based in Bie or Lunda Sul. As part of the decentralized approach, the Project Management Unit (PMU), will provide administrative, procurement, and finance support, as well as specialized technical assistance to the Provincial Project Implementation Units (PPIUs) across all five participating provinces. IDA and the Luanda Sul PMU will have the overall responsibility of implementing sound financial management practices.

Regarding the oversight function, a Project Steering Committee (PSC) will be established at the national level and chaired by the MINAGRIF Secretary of State for Agriculture and Livestock, and at the provincial level, a Provincial Project Steering Committee (PPSC) will be established in each participating province, chaired by the Provincial Governor.

IV. Financial Management Risk Assessment

A. Inherent risks assessment pillars

a. *Country level*

Angola's Transparency International Corruption Perceptions Index (2023) score is 33 out of 100 with 0 indicating high levels of corruption and 100 indicating very clean. The TI index ranks Angola's position at 121/180 relative to other countries in the index. The 2023 IMF Article IV Consultation press release¹ noted that governance and anticorruption reforms are progressing in some areas, but additional efforts are needed. A draft Anti-corruption strategy covering the period 2024-29 is finalized and it is expected to be submitted to the Council of Ministers in the first quarter of 2024. The strategy emphasizes prevention through public probity and ethics code, detection through witness protection, and enforcement via greater use of information.

There have been two Public Expenditure and Financial Accountability (PEFA) assessments in Angola (2016 & 2022), but the assessments are not publicly available. The World Bank project appraisal

¹ <https://www.imf.org/en/Publications/CR/Issues/2024/03/27/Angola-2023-Article-IV-Consultation-Press-Release-Staff-Report-and-Statement-by-the-546887>

document for the Strengthening Governance and Enhanced Service Delivery Project dated May 2022² noted that the Public Financial Management (PFM) capacity is still weak in Angola, especially in preparation of budget execution reports, internal controls, capacity development, and general oversight as Angola’s Supreme Audit Institution (Tribunal de Contas) has not carried out audits consistently and comprehensively, and the Community Consultation Councils (CACs) are not yet operational in many municipalities. In addition, Provincial Financial Committees are responsible for the internal controls of municipalities; but they do not have the capacity to perform their duties effectively.

The African Development Bank’s Country Strategy Paper (2024-2029)³ indicated that human capacity challenges continue to negatively effect the quality of Internal and External audits, overall internal controls, and the quality of the budgets and the post-expenditure financial reporting. The accounting system has improved as the integrated financial management system, SIGFE, can now accommodate over 50% of the national budget. However, donor funds are still managed outside the SIGFE. The Supreme Audit Institution, the Tribunal de Contas, conducts external audits that are largely of a financial nature, but even for these, there is little evidence of executive response or follow-up on the audit recommendations.

b. Entity level

The Ministry of Agriculture and Forestry (MINAGRIF) will be the lead implementing agency for PRODESA with effective project implementation delegated to IDA. IDA is currently implementing on going IFAD projects SAMAP and SREP, however some chronic weaknesses persist in on going portfolio with regards to internal controls, asset and oversight management.

Additionally, the project will have a decentralized structure; A central Project Coordination Unit (PMU) will be established in Bie or Luanda Sul within IDA to coordinate day-to-day activities and five PPIUs at the provincial level to manage the project activities. Considering the human capacity constrains in Angola, there may be a lack of effective oversight management and delays in the recruitment of qualified and experienced FM staff at both levels. Newly requited FM staff may not have the relevant knowledge about IFAD’s financial management procedures and possible delays in capacity building may negatively affect the project implementation.

c. Project level

B. Project Control Risks

Table 2. Summary of FM Risks and mitigating actions

Summary	Brief description of issues	Inherent Risk at design	Agreed Mitigation Measures (covenants precedent to disbursement)	Residual Risk H/S/M/L

² <https://documents1.worldbank.org/curated/en/099025012022232778/pdf/BOSIB0fb3093ea01a0924c037c47393344d.pdf>

³ <https://www.afdb.org/sites/default/files/documents/projects-and-operations/angola - country strategy paper 2024-2029 csp.pdf>

		H/S/M /L		
A. Inherent risk assessment pillars				
i. Country level	Transparency International Corruption Perceptions Index (2023) score is 33 out of 100. The TI index ranks Angola's position at 121/180 relative to other countries in the index. The PFM capacity is still weak in Angola, especially in preparation of budget execution reports, internal controls, human capacity, capacity development, and general oversight.	S		
ii. Entity level	The IDA is currently implementing two on going IFAD projects, however some chronic weaknesses persist with regards to internal controls, asset and oversight management. The project will have a decentralized structure; A central PMU will be established in Bie or Luanda Sul within IDA and five PPMUs at the provincial level. Considering the human capacity constraints in Angola, there may be a lack of effective oversight management and delays in the recruitment of qualified and experienced FM staff at both levels.	S		
iii. Project level	The project is designed with a financing gap of US\$ 14.3 million, which represents 25.7% of total project cost. There will be 4 financing instruments, may also include Adaptation Fund (AF) and IDA is not familiar with AF requirements, which may increase the risk of ineligible expenditures. The project includes activities relating to grants, training and workshops, which are riskier in terms of their nature and due to higher risk of misuse of funds.	S		
B. Control risk assessment pillars				
1. Organization and Staffing	Delays in recruitment of qualified and experienced financial	S	(i) Recruitment of FM staff on a competitive basis, subject to IFAD's no objection, and each staff	S

	management staff. Newly recruited FM staff may not have the relevant knowledge about IFAD's financial management procedures and delays in capacity building may negatively affect the project implementation and lead to ineffective internal controls and oversight management.		member to complete the IFAD e-learning training within 3 months of date of appointment. IFAD to provide FM trainings and technical support at start-up and during the implementation.	
2. Budgeting	(i) Low budget credibility and weak control over financing sources during budget preparation may result in failure to absorb allocated funds and achieve targets or overspending on approved categories. (ii) Delays in preparation of annual budgets and a lack of effective budget monitoring, which may lead to delays in implementation.	S	(i) Preparing annual budgets in a timely manner, submitting them to IFAD no later than sixty (60) days before the beginning of the relevant year, and monitoring the budget at least quarterly to ensure that all implementation bottlenecks are resolved in a timely manner. (ii) Effective monitoring of available funds by category and preparation of budget taking into account the historical trend of exchange rate fluctuations and inflation level in the country to avoid overspending.	S
3. Funds flow and Disbursement Arrangements	(i) Lack of sufficient counterpart contributions to pay duties at early stages of the project may lead to liquidity issues and cross-financing. (ii) Late start-up due to capacity-related delays and fulfilment of disbursement conditions, including delays in opening the project bank accounts. (iii) Risk of inadequate FM capacity to properly manage the FM tasks, including timely preparation and submission of Interim Financial Reports (IFRs) and Withdrawal Applications, which could lead to delays in disbursements and liquidity shortages.	S	(i) Upon entry into force of the financing agreement (FA) and based on the 18-month budget prepared at design, request the counterpart funds from the MoF to ensure that sufficient funds are available to pay duties on goods and equipment. (ii) Ensuring that FM positions are filled with sufficient capacity to perform required tasks and that the first disbursement conditions are fulfilled in a timely manner. If any capacity gaps are identified, capacity-building training should be organized.	S

4. Internal Controls	(i) IDA is currently implementing two ongoing IFAD projects, however there are some weaknesses with regards to internal controls, asset and oversight management, which may lead to ineligible expenditures and non-compliance with IFAD procedures. (ii) The Government internal audit agency does not have the sufficient capacity to conduct internal audits and follow up on audit recommendations. They may also not be able to issue acceptable reports. Lack of adequate internal audit arrangements, timely internal audits and effective follow-up on internal audit findings may increase the risk of funds not being used for their intended purposes.	S	(i) Development of a comprehensive FM Manual with internal control arrangements including sections for eligibility of expenditures, segregation of duties, approval lines, required supporting documentation, asset and fuel management and IFAD's anti-corruption policy; Development of capacity building plan to improve the capacity of FM staff; Implementation support during the implementation and semi-annual supervisions by the PMU, Bie or Luanda Sul. (ii) The internal audits will be carried out semi-annually by the internal auditor who is performing the audits for the ongoing IFAD portfolio. The status of the audit recommendations to be included in the interim financial reports.	S
5. Accounting and Financial Reporting	(i) SIGFE, the government accounting software will not be able to generate reliable financial information and reports as per the project activities and IFAD requirements. (ii) Risk of delays in submission of quarterly IFRs and unaudited financial statements.	S	(i) Ongoing IFAD projects are using the PHC CS advanced Africa accounting system, which is adequate as per IFAD's requirements. PRODESA will be using the same accounting software under the same license. Installation of the software will be the first disbursement condition. (ii) Project's annual financial statements will be submitted to IFAD within four months after the financial year-end and the quarterly IFRs will be submitted to IFAD within 30 days after the quarter end.	S
6. External Audit	(i) Supreme Audit Institution (Tribunal de Contas de Angola) does not carry out audits consistently and comprehensively. There is a lack of risk-based approach in PFM systems and information about the scope and the methodology of audits carried out by the Supreme Audit Institution (SAI). (ii) Risk of late submission of audit reports and insufficient coverage by auditors, which may lead to non-	S	(i) The project's financial statements to be audited by an independent audit firm acceptable to IFAD in accordance with international Standards on auditing (ISA). (ii) Early engagement of external audit firm and the submission of audit reports to IFAD within 6 months after the end of each financial year.	S

	compliance with the IFAD General Conditions.		(iii) The audit TORs to be cleared by IFAD. A well-defined audit scope that targets the specific areas where risks are most likely to be present.	
Overall FM Risk @ design⁴		S		S

V. Financial Management and Disbursement Arrangements

The PFM systems remain weak in Angola. Human capacity challenges continue to negatively effect the quality of Internal and External audits, overall internal controls, and the quality of the budgets and the financial reporting. The integrated financial management system (SIGFE) is still not covering the whole national budget and donor funds are still managed outside the SIGFE. There are still weaknesses in internal controls and general oversight as the Supreme Audit Institution is not carrying out audits consistently and comprehensively. There is little evidence of executive response or follow-up on the audit recommendations. Additionally, the Community Consultation Councils (CACs) are not yet operational in many municipalities and Provincial Financial Committees that are responsible for the internal controls of municipalities do not have the capacity to perform their duties effectively. Therefore, PRODESA will not be using the country systems, and the financial management will be in accordance with IFAD policies, procedures, and guidelines, which will be detailed in the Financial Management Manual and explained during the start-up phase.

a. Financial management organization and staffing

The central PMU will be located in Bie or Luanda Sul and there will be five Project Provincial Implementation Units (PPIUs). To ensure effective representation in Luanda, an IDA Focal Person from MINAGRIF staff will be appointed as a Liaison Officer for PRODESA-related matters. Majority of Financial Management (FM) functions will be performed by an experienced Financial Manager and an Accountant located at the PMU, Bie or Luanda Sul and they will have the overall oversight responsibility. At PPIU level, there will be Finance/ Admin Assistants who will be responsible for carrying out both finance and admin tasks. FM staff will be hired from the open market on a competitive basis and the extension of the contracts will be based on satisfactory annual performance evaluations that will have position specific Key Performance Indicators (KPIs).

b. Budgeting

PRODESA annual budgets will be prepared in sufficient detail with IFAD templates and submitted to IFAD for no objection sixty days (60) prior to the end of each fiscal year. The AWPB will be entered in the accounting software once it is approved by IFAD and the financial and physical progress against approved budgets (AWPB) and commitments will be monitored at least quarterly by various components, sub-components and expenditure categories.

c. Disbursement Arrangements and Flow of Funds

Separate designated accounts will be opened in USD for each financing instrument in a commercial bank acceptable to IFAD. There will be separate operating accounts, which will be opened and maintained by the PMU, Bie or Luanda Sul for each financing instrument in Angolan Kwanza (AOA)

⁴The Final Risk at design should reflect a combined consideration of inherent and control risks for the project.

to receive funds from the designated accounts. Each Provincial Project Implementation Units (PPIUs) will have sub-accounts in AOA to receive funds from the project operating accounts.

The majority of payments will be processed at the PMU level, with only low value payments at the PPIU level such as petty cash expenditures and expenditures relating to training organized by the provinces. Each PPIU will have a debit card to use for payments. For petty cash expenditures debit card limit will be USD 1,000 and more funds will be transferred to the debit card upon justification of the expenses incurred. For training organized at the provincial level, the technical team will prepare the terms of reference for the training and the related budget, which will be submitted for the Project Coordinator/Director's approval. Once the approval is obtained, the budgeted amount will be transferred to the province organizing the training. Upon completion of the training, all supporting documents and reports will be submitted to the PMU in Bie or Luanda Sul.

Government Contributions: IFAD funds will not be used for payment of taxes and duties. The project will receive exemption on taxes and receive cash contributions from the Government for payment of duties, salaries and operating costs as indicated in the costab. The Government will provide a sufficient level of counterpart funds for the implementation as indicated in the costab and the financing agreement. Counterpart funds will be transferred to a government contribution account, which is opened by the project in Angolan Kwanza (AOA).

The project will maintain a beneficiary account to receive beneficiary cash contributions.

Flow of Funds for Two-Tiers financing schemes (category grants and subsidies - the sub-component 2.1):

For effective monitoring of the beneficiary and PRODESA contributions, the PMU will open and maintain four (4) bank accounts in AOU for the Tier 1 & 2 as follows:

Tier 1 account A – T1A - beneficiary contribution
Tier 1 account B – T1B - PRODESA Tier 1 disbursement account
Tier 2 account A – T2A - beneficiary contribution
Tier 2 account B - T2B - PRODESA Tier 1 disbursement account

Disbursements will be based on submission of quarterly Interim Financial Reports within 30 days after the end of each quarter. Each financing instrument will be presented separately in the IFRs. The following disbursement procedures will be used: a) reimbursements; b) advances; and c) direct payments, which will be allowed only in exceptional cases, subject to IFAD's approval.

d. Internal Controls and Internal audit arrangements

A Financial Management Manual will be developed, and the project financial management (FM) will be performed in accordance with the approved FM Manual. The FM Manual will include a section for internal control arrangements that will apply to the project. The section will detail the eligibility of expenditures, segregation of duties, approval lines, required supporting documentation, asset and fuel management, and IFAD's anti-corruption policy. In addition, the current internal auditor who is performing the internal audits for SAMAP and SREP projects will also carry out internal audits for PRODESA on a semi-annual basis and submit the internal audit reports to IFAD. The status of the audit recommendations will be followed up by the internal auditor and included in the next internal audit report.

All documents and records of the project will be retained in accordance with IFAD's policies and procedures and access to these documents/records will be granted to IFAD, internal and external auditors.

Accounting Systems and Financial Reporting mechanisms

The PRODESA will use the PHC CS accounting software, which is being used by ongoing IFAD projects, SAMAP and SREP. The software can produce IFRs in the required format and allows inputting budgets in the software by activity and comparison can be made by each budgeted activity. The accounting records will be maintained in accordance with the International Public Sector Accounting Standards (IPSAS), cash basis and financial records will be segregated for each financing instrument.

The project will prepare Interim Financial Reports with agreed templates annexed to the PIM and submit the reports to IFAD within 30 days after the end of the quarter. To ensure quality of IFRs, IFAD will provide the required training at start-up and provide technical support during the project implementation.

The project's financial year-end will be 31 December, and the unaudited annual financial statements will be submitted to IFAD by 30 April of each financial year.

e. External Audit

PRODESA annual financial statements will be audited by a private external audit firm acceptable to IFAD in accordance with International Standards on Auditing (ISA). The audit report, together with the Management Letter, will be submitted to IFAD within six (6) months after the end of each financial year. The scope of the audit will cover all financiers, provinces and review of IFRs. The audit terms of reference (TOR) template, which is annexed to the Financial Management Manual will be used by the project during the recruitment of the audit firm. There may be some modifications in the audit TOR based on projects specifics, but in all cases the TOR will be subject to IFAD's no objection.

VI. Implementation Readiness

Table 3: FM Actions Summary: The actions needed to mitigate FM risks are summarized below:

No	Action	Responsible Party/Person	Target Date/Covenant ⁵
1	As part of the Project Implementation Manual, development of a detailed Financial Management Manual.	PMU	EIF – First disbursement Condition
2	Recruitment of financial management staff and all financial management staff to complete IFAD e-learning course.	PMU/IDA	First disbursement condition / within 3 months after recruitment.
3	Installation of the PHC CS accounting software under the same licence.	PMU/IDA	EIF – First disbursement Condition
4	Recruitment of external audit firm	PMU/IDA	Within 6 months after the EIF

⁵ Indicate if covenants are required in Financing Agreement for each of these: effectiveness condition or disbursement condition or dated covenant.

5	Internal auditor's contract to be revised to include internal audit of PRODESA. The contract should specifically state that internal auditor reports to the Project Steering Committee at National Level.	PMU/IDA	Within 6 months after the first disbursement.
6	Internal audit to perform semi-annual internal audits and submit the internal audit reports to IFAD.	PMU/IDA	Throughout project implementation.

FM Supervision plan

During the implementation, FMD will assess and monitor the adequacy of the PMU's financial management arrangements, such as accounting and financial reporting, budgeting, internal controls, flow of funds and external audit, through supervision missions, which will take place at least on an annual basis. In the event that IFAD identifies weaknesses in the financial arrangements, it will require PRODESA to take the appropriate measures to mitigate those risks.

IFAD will especially focus on specific areas where risks are most likely to be present such as grants, training and workshop activities.

FLOW OF FUNDS CHART



Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex 8: 18-month Procurement Plan

Mission Dates: 12/08/2024 30/08/2024

Document Date: 16/04/2025

Project No. 2000003951

Report No. 7128-AO

East and Southern Africa Division
Programme Management Department

Procurement Plan SUMMARY				
Country:	Angola			
Project Name:	PRODESA			
Project ID:	xxxxxxx			
Version	1.0			
Version Date	27-Nov-24			
Prepared by:	Josephat Kinyele			
Approved by:				
Procurement Category	Plan		Actual	
Currency	USD	LCU	USD	LCU
Goods	1 720 000.00	-	-	-
Works	407,000	-	-	-
Consulting Services	4 199 000.00	-	-	-
Non-Consulting Services	-	-	-	-
Grants	-	-	-	-
TOTAL	6 326 000.00	-	-	-

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex 9: Project Implementation Manuals

Mission Dates: 12/08/2024 30/08/2024

Document Date: 16/04/2025

Project No. 2000003951

Report No. 7128-AO

East and Southern Africa Division
Programme Management Department



Republic of Angola

Sustainable Development For Subsistence Family Farmers Program (PRODESA)

Project Implementation Manual (PIM)

Main Report

November 2024



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.
 Map compiled by IFAD | 23-09-2024

PART 1 PROJECT DESCRIPTION

1.1 Theory of Change

2. The Goal of PRODESA is to improve the food and nutrition security of smallholder farmers in the project area, as well as increase their agriculture-derived income by enabling them to connect to agri-food markets. The project vision is to gradually build the production and eventually investment capacity of smallholder farmers, creating a sustainable and vibrant local agro-economy.

3. Under both Phase 1 and 2 PRODESA will address the key problems of food and nutrition security challenges – production know-how, access to inputs and technology, as well as market access barriers that currently affect agriculture-related livelihoods – such as low level of entrepreneurial capacity and lack of agri-finance services.

4. Recognising the vast and diverse project area, the project design is considering 5 main 'typologies' of beneficiaries based on their production and livelihood systems particularities, market connectivity and participation, agricultural risks and opportunities as well as IDA/EDA local capacities to deliver project interventions and roll out.

5. As presented in the diagram in Figure 1, under both Phase 1 and 2 PRODESA will address key food and nutrition security challenges, as well as market access barriers that currently affect agriculture-related livelihoods. The project will group beneficiaries into 'typologies' based on their diverse production systems, market participation, agricultural risks and opportunities and will deploy a participatory planning process to identify local challenges and priorities with regards to sustainable production and productivity as well as agribusiness development that would inform project implementation and a tailored approach to the investments on the ground.

6. Under Phase 1, to promote *more diverse, resilient and increased agricultural production and productivity* (Outcome/Component 1), the project will deploy the results from the above participatory planning process and use comprehensive Farmer and Agropastoral Field School (FFS and APFS) training on climate resilient and nutrition sensitive production tailored to the local context and supported by co-investments in productive infrastructure and equipment.

7. Further to this, FFS and APFS will build local capacity to establish and manage cooperatives or other forms of association in order to promote economies of scale and ability to participate profitably in agricultural supply chains. In addition, business advisory services will strengthen business management and business plan development skills among performing cooperatives, MSMEs and youth groups. This will be supported by project co-financing opportunities and brokerage with agri-finance credit providers.

8. The production, institutional development and business support will be enhanced by strategic investments in the construction of roads and bridges to improve physical market access for emerging agribusiness cooperatives, helping them to be *sustainably integrated into local and national markets/ supply chains* (Outcome 2).

9. Finally, *enabling policy and regulatory framework enabling resilient production and local agri-business investment* (Outcome 3). To do this, the project will focus on strengthening the policy and regulatory frameworks for natural resource management (for example, use of slash and burn and soil management) and support efforts to ensure land tenure access and security.

10. Specific impacts on the empowerment and inclusion of women and youth are expected through target FFS/APFS training and market inclusion support, including Gender Action Learning System workshops, technologies and techniques resulting in reduced work burden for women, and specific support for youth and women led agribusinesses.

11. The project will also address the food and nutritional security of the San minority group by supporting their right of access to natural resources and seek the establishment of

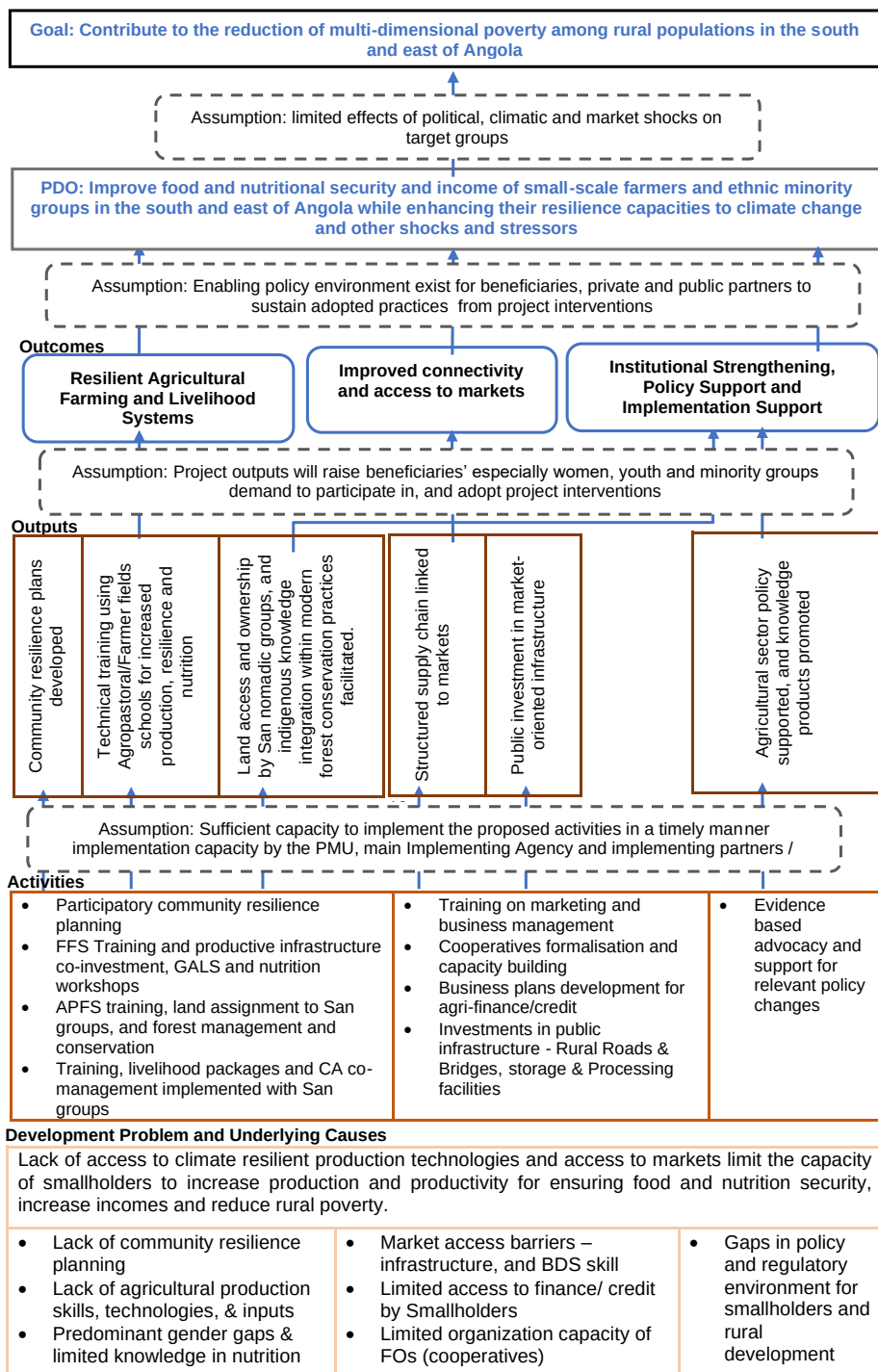
dedicated areas that would allow for the preservation of their culture and traditional lifestyles, ensuring access to natural resources for hunting and gathering as the basis for their wellbeing and food security.

12. With more efficient, diversified and resilient production, as well as improved understanding of the climate, food production and human health nexus, the project is expected to increase the food and nutrition security of the target households. Building on this local farming capacity for production surplus, the project will result in improved agriculture incomes.

13. Key assumptions of the Theory of Change are that there are sufficient demand for the FFS and other support from the target group, and that this support is sufficiently tailored to the specific needs and context of the target group. The impact pathways are also based on the assumption that there is sufficient capacity to implement the proposed activities in a timely manner, which the project will mitigate through capacity building.

14. In summary the project Theory of Change is that: **If** the target group participate in the FFS/APFS training and other tailored production support, and adopt the improved production practices and technology, **and if** they participate in the business development training, effectively utilise the investment offers, and use the new infrastructure for accessing markets; **then** they will increase and diversify their productivity (despite shocks) and generate greater agricultural surplus, which they can then sell for improved profits, within better-developed value chains. **If** they do so, **then** this will result in improved food security and nutrition and greater household income.

Figure 1. PRODESA Theory of Change Diagram



PART 2 TARGETING

15. PRODESA will adopt a participatory and inclusive targeting strategy that is aligned with the COSOP (2019-2024) and based on the results and lessons learned from ongoing IFAD-funded interventions for poor rural communities. At a technical level, the focus will be on targeted interventions that help build the resilience of beneficiary communities and their capacity to ensure inclusive and equitable governance in the management of goods and services provided or facilitated by the project. Similarly, synergies and complementarities in support will be sought to increase the impact/effect of interventions on vulnerable households. The targeting approach will take into account (i) the socio-economic, climatic and environmental vulnerability criteria affecting the production systems and resilience of low-income rural populations, (ii) the country investment priorities and the orientations contained in the new Poverty Targeting Policy (IFAD Poverty Targeting Policy 2023).

2.1 Geographic targeting

16. **Areas of Intervention** – Based on the understanding reached with GoA, PRODESA activities will be implemented in rural areas in five provinces: Cuando-Cubango, Moxico, Lunda Norte, Lunda Sul and Bie. The selection of these provinces combines several criteria, including: (a) the incidence of poverty and the level of vulnerability of the population to food and nutrition insecurity; (b) the impact of climate change (intensity of rainfall or severity of droughts in the region); (c) the current level of investment (areas that are not sufficiently served by investments and where urgent action is needed to ensure the resilience of populations that have not benefited from sustainable development interventions in the recent past).

17. **Targeting Logic** – The project's intervention area in Phase 1 covers 31 municipalities out of the 164 in the country. These municipalities are characterized by a) poverty rates ranging from 69.6% (Lunda Sul) [\[2\]](#) to 95% (Moxico), vast tracts of land with ecologies as diverse as they are varied but offering real potential for agricultural activities and pastoral livestock. In addition to poverty and high nutritional food insecurity, the project area is characterized by severe underinvestment in access to water, roads, electricity, education and healthcare. The area has mostly traditional land use models in the hands of small and medium-sized family farms. The total rural poor population in the project area is estimated at 1,542,117 persons.

Table 1. Socio-demographic characteristics of the intervention areas

Province	Cuando Cubango	Moxico	Bie	Lunde Norte	Lunda Sul	Total
Number of municipalities	9	9	9	10	4	41
Total Pop	677400	758568	1883101	1090900	690073	5100042
Rural Pop	305 436	442 483	1 120 488	230179,9	142 438	2241025
Poor pop.	228 466	337 172	182 780		99 137	
Area	204000	201000	70800	99000	83000	
Population density	33,21	3,774	26,6	11,02	8,314	16,5836
Poverty rate (%)	74,8	76,2	78,3		69,6	
Main crops	Rainfed sorghum, millet, beans, maize,	Horticulture, beans	Maize, rice	Cassava, rice	Cassava, rice	

	horticulture, livestock					

18. **Guidance for geographic targeting.** To maximize its impact on the rural poor, increase opportunities for targeting young people and facilitate learning and the adoption of innovations to be promoted, the project will use a two-pronged approach: area of concentration^[3] and gradual territorial deployment (progressive coverage of the selected provinces).

19. PRODESA will adopt a two-dimensional geographical targeting approach: (i) targeting of the municipalities of concentration (administrative planning unit) within the five selected provinces, and (ii) targeting of the Communes/localities in the production areas (intervention unit). The targeting principle is based on the cross-fertilisation of the production basin/area approach and the sector/value chain approach. This choice makes it possible to take into account demographic, agro-ecological, institutional and socio-economic criteria.

20. The targeting of municipalities, communes and villages where support is concentrated will take place in two stages. Firstly, due to the dispersion of the population (about 30 inhabitants/km² maximum), the geographical targeting will focus on the municipalities of concentration in each province. Priority will be given to municipalities with production basins or localities where an emerging or growing dynamic of family farm development has been identified (farmers practising rainfed agriculture and/or developing irrigation practices along the banks of rivers or other watercourses), the presence of clusters of farming households organised or not in groups/associations/cooperatives, micro and very small rural enterprises (MPERs) invested in local supply chains in the agricultural or livestock sector.

21. In a second phase, the project will be able to extend to the rest of the localities, taking into account the dynamics of land use, integrating the issues of availability of water resources, exploitable or already in use, around which rural populations gather to face the recurrent drought problems they face.

22. **Selection criteria.** The criteria for selecting the project's area of concentration will refer primarily to the poverty profile and the mapping of the vulnerability of each municipality of the five selected provinces. Apart from the poverty criteria, the selection will take into account two categories of criteria: (i) the production potential for the selected support chains, the state of the structuring infrastructure, the opportunities for market access, the economic situation of women and youth, and (ii) the specific criteria related to each of the targeted productive sub-sectors: agriculture, livestock and nutrition issues, based on the mapping of the nutritional situation of the country. (See detailed criteria in Table 2 below)

23. **Approach.** Based on discussions with GOA and IDA representatives, it was decided to target two municipalities per province for better concentration of support. The area of concentration (municipalities, communes and localities of project support) will be identified as follows:

- target the municipalities containing the most communes/localities, production/processing/marketing basins to densify investments (avoiding dispersion);
- give priority to municipalities with a high incidence of poverty in all its dimensions, food and nutrition insecurity and a high concentration of populations (including young people and women);
- target within communes, villages or clusters of villages basins with high production potential for the project's support sectors (products with high market potential and/or nutrition value) and which concentrate a critical mass of poor households, young people and women and where there is a certain dynamic of development of agricultural activities (localities with more reliable water sources that can be mobilized and conducive to the development of mixed and nutrition sensitive farming, mainly

vegetable and fruit gardening, nutritious field crops and agropastoralism (in the case of Cuando Cubango South) and requiring development at reasonable costs).

24. As the government seeks to address the current geographical asymmetries in the country's development and support to the family farming sector, priority will be given to municipalities with the highest concentration of rural poor, but which are less served by investments from the government, IFAD and other development partners. Based on the selected criteria (to be validated with stakeholders prior to the start of the targeting process), IPA will work with provincial authorities, municipalities and other relevant stakeholders (including producer organisations, youth and women's associations at provincial level) to target the municipalities of concentration (first level of geographical targeting).

25. **Economic targeting.** The project will deploy its interventions by prioritising economic activities agricultural production (cereals and horticulture) and transhumant livestock and small livestock for women and youth. Emphasis will be placed on agropastoral systems that contribute to food security and nutrition. Given the context and to promote the integration process of youth and women, the project will develop a socio-economic targeting approach focusing on the development of accessible and attractive economic activities for rural youth and women. To this end, socio-economic targeting will be based on the selection of value chains likely that include poor households, women and youth, positive impacts on nutrition and climate change adaptation, and market availability.

26. For all economic initiatives to be supported in these areas, the targeting will take into account emerging market opportunities (proximity to buyers, possibilities of inclusive productive and/or commercial partnerships to be built or strengthened) and cooperation opportunities, the existence of a potential demand for support in these areas, etc.) and the project's ambition to densify investments in poor areas and food and nutrition insecurity in order to generate a geographical impact at the basin level.

27. In addition, to promote the inclusion and empowerment of vulnerable farming families, any beneficiary of the project will be included in a path of economic advancement. This pathway allows vulnerable people and other beneficiaries to rebuild their productive capital, gradually strengthen it, be aggregated within a local supply chain, connect to markets, and gradually start developing relationships with financing institutions.

Table 2 : Criteria for geographical targeting

Scale 1
Reference unit: Provinces (5 selected provinces)
Scale 2: Areas of concentration of interventions within the provinces
Intervention Level 2:
Reference unit: Municipe (Project Intervention Planning Unit)
Environmental challenges and the effects of climate change
Acute issues related to food security, nutrition and youth employment
Opportunities to increase the visibility of IFAD-supported interventions in the area
Opportunities to scale up development approaches and solutions based on lessons learned, community development experiences
Opportunities to pool interventions with other partners (including the AfDB) for greater impact on the rural poor
Scale 2: Areas of concentration of interventions within the municipalities
Intervention Level 1: Village or clusters of villages ^[4] Production basin within the Municipalities of Concentration (Operational Anchor Unit) to be identified

Level of poverty and food and nutrition insecurity in the localities concerned,

Size of the production basin and priority sectors in the basin for which each basin has a comparative advantage for its development,

Land use dynamics (population concentration pole/concentration area of sedentary herders/concentration area of ethnic minorities, etc.),

Numerical importance of smallholders (women, young people in the area) / organizational dynamics around water bodies (grouping of families of farmers using the resource, existence of POs/Cooperatives/women's youth associations that invest in priority sectors in the locality),

Importance of natural resources (water bodies) exploited by the population/Dynamics of intensification or possibilities to stimulate intensification of production,

Level of socio-economic and climatic vulnerability affecting production systems,

Low level of current investment.

2.2 Target group

28. PRODESA mainly targets households of poor small-scale farmers, agro-pastoralists and pastoralists, who are economically and socially vulnerable, particularly those who are food and nutrition insecure. These are mainly (i) poor, vulnerable and disadvantaged smallholder farmers who grow mostly subsistence crops, (ii) rural microenterprises and agro-pastoralists, (iii) smallholder farmers' associations and cooperatives with the potential to increase surpluses. The project will pay attention to disadvantaged groups such as women, youth, nomadic populations, ethnic minorities, and people living with disabilities. In total, the project plans to reach 388,080 people representing 80,850 households^[5], equivalent to 22% of the total population of the project area, estimated at 1,780,969 people. The project aims to reach 50% of women and 30% of young people aged 18-35 among the direct beneficiaries. Marginalised groups (including persons with disabilities, and minority groups including the San) will account for 5% of the total direct beneficiaries.

29. In view of the dynamics observed on the ground, the direct beneficiaries of the project can be classified into three categories C.1, C.2, C3.

30. **C.1 represents the very vulnerable.** These are mainly poor households in food and nutrition insecurity with little or no access to land, water and other assets. This target group category is made up of: (1) very poor farming families without livestock (including draught oxen) dependent on subsistence rainfed agriculture, whose non- or very poorly irrigated farms do not exceed 3 ha with very marginal production yields; (2) very small agro-pastoralists or pastoralists, engaged in subsistence livestock activities or with very small livestock and transhumance pastoralism; (3) young people (both men and women) landless heads of households used as labour on other farms with very few means of subsistence and (4) extremely vulnerable people (the so-called "Ethnic minoritaria" (very poor), ex-combatants, people living with disabilities, albinos, single mothers, victims of various forms of violence including gender-based violence, elderly people suffering from malnutrition and/or malnutrition, etc.). These targets share structural vulnerability, low social integration and a lack of socio-economic opportunities.

31. **C2 – small-scale farmers with low productivity and low value added** characterized by low yields and low value added. This category is made up of producers, agropastoralists and pastoralists with a little more access to land and other assets and who can increase their production potential. Priority will be given to young people in and out of school, whether or not they come from family farms, with a desire to achieve their potential; (2) women heads of poor households; (3) people engaged in subsistence livestock activities (including young nomads

or wives of sedentary herders), with a small herd size. Target groups in this category miss out on economic opportunities, making them vulnerable.

32. **C.3 - local actors who can be described as cooperatives and micro and small enterprises (MSEs).** *They are mostly informal.* They are adult men and women who are active or aspire to be active in production and related trades such as the transport of products, the supply of inputs, processing (artisanal or modern sowing^[6]), collection (aggregation of products) and marketing of products (food crops including market gardeners and livestock products). This category also includes young agricultural or livestock workers at post-primary and secondary levels, sometimes with vocational education qualifications. Some are already in business; others are unemployed or underemployed. They are very willing, eager to achieve their goals and all of them are bearers of economic initiatives in production or one of the related professions. Some of these young people need vocational training and training in entrepreneurship and coaching.

33. Other categories of target groups. These are (i) administrative entities (including IDA services); (ii) the managers of certain key ministries whose role will strengthen the harmonious and sustainable development of gender-sensitive support chains and integrating nutrition and climate issues and security in the area. The project could also provide targeted support to certain institutions, including possibly (a) structures in charge of structuring and registering POs, (b) civil society organizations (CSOs), (c) community and health development agents (ADECOS), (e) public institutions and private structures involved in the production, certification and dissemination/marketing of inputs in the agricultural field, including veterinarians, (f) public and/or private structures in charge of defining hygiene and product quality standards; etc.

34. All these structures that provide the support and services necessary for the development of the value chains, as well as those in charge of vocational training and the integration of young people, will benefit from various technical and institutional support and capacity building depending on the services they will provide to the specific target groups and other actors in the project's target sectors or for the conduct of specific activities that will be carried out as part of the project (such as literacy, training/awareness on nutrition, gender,). As such, they are major players in supporting the development of the various value chains and deserve special support and guidance (on request) including various capacity building (training, equipment and adapted tools, etc.) for a better performance in the local services to be provided to the direct beneficiaries of the project in their entrepreneurial progression and development path. The project could reach nearly 1,500 first-level beneficiaries in this context.

35. The exploitation of community-based socio-economic infrastructure will benefit all the actors involved in the support sectors from production, processing to marketing/consumption of products, as well as all the populations in the project's area of intervention. The knock-on effects on the professionalization of livestock activities carried out by the direct target groups will make it possible to reach the agricultural workers who are members of their household and well beyond. With training for nutrition clubs/VSLA groups/resilience funds, professional farmers' and breeders' organisations, the number of beneficiaries could increase significantly. The project, through support to direct beneficiaries, will contribute to the creation or consolidation of many jobs (i.e. about 1.6 jobs per individual economic entity supported).

Table 3. Estimation of the PRODESA target group

Level	Beneficiaries					
	Total	Women	Youths	Men	PWD	Ethnic minorities-SAN
Project Scope	388,080	194,040	116,424	58,212	9,702	600
%	100	50	30	15	2,5	2,5

2.3 Targeting strategy

36. In line with IFAD's and the Government of Angola's targeting policy, the targeting strategy will be based on the recognition of the different needs, constraints, opportunities and aspirations of the target group categories. From the outset, PRODESA will implement an inclusive, gender- and youth-sensitive targeting strategy. This strategy will make it possible to identify the specific challenges in reaching these target groups and in setting up economic activities that respond to the specificities of the existing agro-ecological zones, the socio-economic context of the area concerned, and the local dynamics observed in each production basin of the focus area. The strategy will be based on a three-dimensional targeting mechanism:

- Geographical targeting of areas of concentration and socio-economic targeting based on the results of the basin characterization study to direct the planned support towards vulnerable family farmers and promote their empowerment. Economic targeting makes it possible to implement activities in such a way as to guarantee sustainable results and impacts on the living conditions of the targeted rural populations.
- Socio-economic targeting mainly targeting young people (18-35 years old) and women to ensure their effective participation in project activities.
- Direct targeting (of the most vulnerable including women, young people and people with disabilities, ethnic minorities, etc.) within communities
- Self-targeting of specific groups and types of support to be provided to each target group category in response to its needs, constraints and aspirations.
- Facilitation and empowerment measures (awareness-raising, information and communication) to support the various targeting mechanisms.

37. Each targeting mechanism will be backed by eligibility criteria established in a participatory and transparent manner. For the targeting of vulnerable households (in this case C1s), the project will use the following approaches: (i) analysis of livelihood behaviour in relation to the level of food and nutrition insecurity and (ii) the methodology of household economic analysis^[7] for the identification of vulnerable households eligible for productive support^[8]. (See criteria for the selection of beneficiaries, Table 3)

38. **Geographic targeting.** Under both phases, in agreement with the GoA, PRODESA will cover the provinces of Cuando-Cubango and Moxico, Lunda Norte and Lunda Sul, and Bie^[1]. These five provinces were selected based on the following criteria: (a) incidence of poverty and level of vulnerability to food and nutritional insecurity; (b) impact of climate change (intensity and variability of rainfall or severity of droughts in the area); (c) level of current investment (areas that are underserved by investment and where there is an urgent need to intervene to ensure the resilience of populations that have not benefited from sustainable development interventions in the recent past); (d) the opportunity to create synergies with other ongoing or future interventions in the area; (e) lack of coverage by other IFAD projects in the portfolio.

39. Under Phase 1, the intervention area of the project covers 31 municipalities out of 164 in the country, selected based on population density and poverty levels.

40. Overall, these municipalities are characterised by: a) poverty rates ranging from 69.6% (Lunda Sul) to 95% (Moxico)¹, and 2) vast areas with different agroecological zones and market connectivity, but with high potential for agricultural and livestock activities. The intervention area has mostly traditional land-use models in the hands of small to medium-sized family farms. In addition to small-scale farmers organised in different producer groups and cooperatives, there are also individual farmers and traditionally

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¹ INE. Luanda, Angola – 2020.

hunter-gatherer-pastoralists who have only been practising agriculture for 10 to 15 years while others are still (semi) nomadic.

41. Small-scale farmers and in particular nomadic people including agropastoralists are mostly dependent on local customary land governance systems without formalised titles. The Angola 2004 Land Law sets out a governance framework where the overall land ownership is with the state. MINADER and the Geodesic and Cartographic Institute of Angola (GCIA) as well as provincial governments can issue concessions and communities can obtain a "perpetual right of useful customary domains" recognizing the crucial role traditional leaders (soba) play internally in the communities in land governance and conflict resolution in rural areas. However, policies for concessions and issuing of the perpetual rights of useful customary domains are not clear and the 2004 Law lacks implementation leaving most rural communities, cooperatives and farmers without land user right titles. This makes them vulnerable to loss of farmland in some areas and prevent them from accessing loans.

42. Across the different landscapes in the project area, the use of fire for hunting and clearing of land in slash and burn systems is common and widespread, affecting vegetation cover and eventually causing degradation of land and water resources and the resilience of ecosystem services.

43. Despite the similarities described above, there are also key socio-economic, cultural and production system-related differences that requires a targeted design.

44. To ensure proper targeting of project interventions, **the selected provinces are categorised into five farming and market system typologies** (elaborated in Annex 14) **that demonstrate the following distinct characteristics and challenges:**

45. 1) Cuando Cubango South: characterised by low population density and very poor road connectivity; traditional hunter-gather-pastoralists only practicing farming for the last 10-15 years supported by IDA/EDA established FFS focused on horticulture along riverbanks watered with buckets. Most horticulture products are sold in Namibia. Key rainfed field crops cultivated in-land from the rivers include: sorghum, millet and some beans and maize. It's a semi-arid zone with very sandy soils with low water holding capacity and the last three years communities have been severely affected by dry spells in the growing season, losing most of their crops and seeds and some communities are now experiencing hunger. Livestock raising and pastoralism is an important livelihood activity. IDA/EDA capacities are very limited.

46. 2) Cuando Cubango North and Moxico: characterised by tarmacked main roads, but poor feeder roads and some remote communities. Small-scale farmers cultivate a range of crops with horticultural crops and beans being the cash crops sold in local markets and there is also connection to the markets in Zambia. Water resources are available but there is a lack of irrigation infrastructure. Few farmers use simple gravity irrigation via earth canals at best. IDA/EDA is currently building experience with international investment projects through the implementation of the World Bank MOSAP II project using the FFS approach.

47. 3) Lunda Norte and Lunda Sul: characterised by tarmacked main roads, but poor feeder roads and some remote communities. Small-scale farmers mainly cultivate cassava and some do rice and horticulture production. There is widespread use of slash and burn practices to clear land that is used for 2-3 years, causing deforestation. High annual average rainfall (600-1200 mm) reduces risks for rainfed farming, with some opportunities for improving productivity through supplementary irrigation for horticulture. The province government and IDA/EDA

have recently started to support agriculture but have limited experience with international investment projects and the FFS approach.

48. 4) Bie Province: is the outlier, as a result of MOSAP I and II interventions. There are FFS that have turned into cooperatives with functioning Caixas Comunitarias and more advanced production knowledge such as the use of simple irrigation and composting. There is an abundance of water resources, but more can be done in improving irrigation systems (coverage and efficiency). Despite FFS are widely implemented the curricula could be strengthened in integrated soil fertility and pest management practices as well as in supporting local seed production. Despite production knowledge gains, there are low capacities in agribusiness management, little processing, and commercialisation remains unstructured and on individual basis. In comparison to the other provinces, IDA/EDA has much more experience with international investment projects and implementation of FFS.
49. 5) The San Nomadic Community: Cuando Cubango and Moxico is home to 10,000 people belonging to the San nomadic community. In contrast to the other communities, they live from hunting and gathering, and their traditional livelihoods are directly impacted by the degradation of forest ecosystems. The decreasing availability of fauna and eatable flora puts the San in competition with others who exploit these resources for commercial purposes, leading to high food and nutrition insecurity. While the San, don't engage in trade of products, some engage in work for food. They have no access to education or health care. There is an evident requirement for advanced knowledge and inclusive government policies for the protection of the ethnic minority nomadic people in Angola.

Table 1: Farming and Market System Typologies

	TYOLOGY 1	TYOLOGY 42	TYOLOGY 3	TYOLOGY 4	TYOLOGY 5
	CUANDO CUBANGO SOUTH	CUANDO CUBANGO NORTH & MOXICO	LUNDA NORTH & LUNDA SOUTH	BIÉ	SAN PEOPLE
Farmer type/ Production	Hunter gatherers/ Pastoralists/ Smallscale farming (0.1-0.2 ha) Subsistence farming Rainfed agriculture Mainly focused on sorghum, millet and beans (some maize, cassava and little horticulture production) Farming still relatively new as a practice Most families are engaged in livestock (even if to a small scale) Little to no use of/access to mechanization No access to (formal) quality agro-inputs + high costs of agro-inputs	Smallscale farming (1-2 ha), very few Cooperatives (3-6ha) Still mainly subsistence farming, but with some shifts to sales of exceeding production Weak/few FFSS (and weak SACCOs) Predominantly rainfed agriculture Main crops are maize (<i>Cuando Cubango</i>), Cassava (<i>Moxico</i>), beans, sweet potato, grounds nuts (<i>Moxico</i>) and horticultural products (onion, cabbage, tomato, kale, rape, garlic, etc.) Little engagement in livestock Mostly rudimental irrigation Low access to mechanization + high	Smallscale farming (1-2 ha), very few Cooperatives Subsistence farming Rainfed agriculture Mainly focused on cassava, maize, sweet potato, groundnut, rice and horticulture Farming still relatively new as a practice Little engagement in livestock Little to no use of/access to mechanization No access to (formal) quality agro-inputs + high costs of agro-inputs Interest in engaging more in agriculture production	Smallscale farming (0.5-1.5ha)/ Cooperatives (5-10ha) Focus on subsistence farming, but with efforts to engage more in cash crops and sales of exceeding production Many FFSS promoted under MOSAP I and II Rainfed agriculture, mainly focused on horticulture irish potatoes, wheat (with first timid outgrower schemes, beans, maize, cassava Little engagement in livestock Some small cases of irrigated fields (but still mostly rudimental) Low access to mechanization + high costs of access to	Hunter gatherers No production assets Mainly focused on gathering wild fruits, animals and other nature-derived sources of subsistence Interested in farming, but facing challenges in undertaking organized production activities No access to mechanization and services Very rural settings

	Interest in engaging more in agriculture production	costs of access to mechanization services Low access to (formal) quality agro-inputs + high costs of agro-inputs Interest in shifting farming practices		mechanization services Low access to (formal) quality agro-inputs + high costs of agro-inputs Interest in shifting to more market-oriented/mechanized farming	
Value/Supply Chain and Market Access (Infrastructure)	Embryonal market access – mainly local markets + cross-border Namibia market Highly deficient road infrastructure (with few seal roads and bridges) Little to no transformation of agricultural products Little access to transport (mainly carts + boats for river crossing) No access to capital for investments (and no readiness for it) Very bad primary and feeder roads (with large population	Mainly focused on intra- and inter-provincial (border provinces) markets, with cross-border sales with Zambia (<i>Moxico</i>) Very low level of value-addition/processing Low access to capital for investments (and low readiness for it) Low level of value-addition/processing Weak market positioning and need for targeted business development services (BDS) Land tenure certificates needed for access to finance	Mainly focused on local-intra-provincial markets (but with interest to link to neighboring provinces) Little to no transformation of agricultural products No access to capital for investments (and very low readiness for it) Quality of main roads is good in some parts, but feeder roads are in bad conditions Little access to transport (mainly carts + tricycle motorbikes) Weak markets Weak market-oriented infrastructure	Mainly focused on intra- and inter-provincial markets, with growing markets also with Western/Northern provinces + some experience with cross-border trading with buyers coming from Congo (and to a lesser extent Zambia) Low access to capital for investments (and low readiness for it) Low level of value-addition/processing Weak market positioning and need for targeted business development services (BDS)	Little to no access to markets No sales Informal exchanging and bartering Occasionally engaged in labor for food Very bad primary and feeder roads (with large population dispersion and distances related to the large province)

	dispersion and distances related to the large province) Weak markets Weak market-oriented infrastructure	Quality of main roads is generally good, but feeder roads are in bad conditions Little access to transport (mainly carts + tricycle motorbikes + tractors) Weak market-oriented infrastructure		Land tenure certificates needed for access to finance Quality of main roads is generally good, but feeder roads are in bad conditions Little access to quality transport (mainly carts + tricycle motorbikes + tractors – or sporadic rental of small trucks) Weak market-oriented infrastructure	
Vulnerabilities & Risks	Very limited experience in community governance Degraded ecosystems (sandy soils, low water retention) Heavy impact of droughts and dry spells Low capacity to adapt or be resilient to climate change High occurrence of (i) slash and burn, (ii) illegal hunting, (iii)	Limited experience in community governance High occurrence of (i) slash and burn, (ii) illegal hunting, (iii) riverbank degradation Increasing occurrence of dry spells (<i>Cuando Cubango</i>) Low access to water sources Need for increase land tenure security (individual/cooperative) Risk of cyclical return of farmers/cooperatives	Low experience with community governance High occurrence of (i) slash and burn, (ii) illegal hunting, (iii) riverbank degradation Low access to water sources Communities highly linked and focused on the mining sector Some cases of malnutrition	Limited experience in community governance High occurrence of (i) slash and burn, (ii) illegal hunting, (iii) riverbank degradation Increasing occurrence of dry spells (<i>Cuando Cubango</i>) Low access to water sources Need for increase land tenure security (individual/cooperative) Risk of cyclical return of farmers/cooperatives	Very limited experience in community governance Highly impacted by (i) increasing temperatures, (ii) dry spells, (iii) deforestation, (iv) fires Heavy impact of droughts and dry spells Land tenure insecurity High levels of social exclusion/marginalization Competition of natural assets (e.g. fruits, wild animals/game meat, etc.)

	riverbank degradation, (iv) human-wildlife conflicts Low access to water sources High level of malnutrition and food insecurity Land tenure insecurity	to the subsistence farming category	Land tenure insecurity (also mining 'vs' farming)	to the subsistence farming category	
Opportunities for PRODESA	Opportunity to improve the (primordial) farming practices, and increase/diversify production and sustainable practices FFSs (ECAs) piloting Improving nutrition and food security Possibility to strengthen linkages with Namibia and local/provincial markets Focus on improving key road infrastructure and access to increased	Opportunity to strengthen existing FFSs (and SACCOS), and engage in the creation of new ones Increasing production and diversification of crops Improving post-harvest management Promoting increasingly mechanized farming Supporting access to additional (rural) finance Facilitating access to more stable and sustainable markets	Opportunity to improve the farming practices, and increase/diversify production and sustainable practices FFSs (ECAs) piloting Improving nutrition Possibility to strengthen linkages with other local/provincial markets Focus on improving key road infrastructure and access to increased transport and storage options Improving land tenure	Opportunity to strengthen existing FFSs (and SACCOS), and engage in the creation of new ones Increasing production and diversification of crops Improving post-harvest management Promoting increasingly mechanized farming Supporting access to additional (rural) finance Facilitating access to more stable and sustainable markets	Introduction of sustainable ecosystem management practices Promotion/introduction of subsistence farming practices Improving nutrition and food security Improving rural connectivity and select infrastructure

	transport and storage options Improving land tenure Improving rural connectivity and select infrastructure	Focusing on (basic) value addition/processing Focus on improving key road infrastructure and access to increased transport and storage options	Improving rural connectivity and select infrastructure Creating/strengthening an alternative core livelihood to mining	Focusing on (basic) value addition/processing Focus on improving key road infrastructure and access to increased transport and storage options	

50. The project will implement a participatory, inclusive and flexible targeting strategy based on a multi-dimensional targeting approach: a) geographical targeting of production basins and socio-economic targeting; b) direct targeting; and c) self-targeting.

51. The targeting strategy will be based on the farming and market system typologies and natural environment, which provide the basis for a flexible targeting strategy with regards to interventions and ensures that those are adequately tailored to the local context and priorities, which guides the roll out of project activities.

52. **Beneficiary Selection Process.** In each selected area, beneficiaries in categories C.1 and C.2 will be identified through a direct targeting mechanism and self-targeting with a crucial role for local communities (the Soba). This will be in the centre of activities under Sub-Component 1.1.

53. For the C3 categories, targeting will be demand-driven and done with the support of service providers and in collaboration with the aggregators/operators of emerging markets identified in the area.

54. Mechanisms for the inclusion and empowerment of the vulnerable (Women and Youth). Depending on their categories, the direct beneficiaries will be included in a 'growth' path from subsistence farming and food security towards economic resilience via support under the project components especially Sub-Component 1.2 towards Sub C Component 2.1.

55. The Table below summarises the outreach and project number of beneficiaries under each component and Sub-Component

56. Component	57. Targeting Criteria / Beneficiaries	58. Outreach (additional beneficiaries)	59. Women (50%)	60. Youth (30%)
61. Total beneficiaries: Component 1: Resilient Agricultural Farming and Livelihood Systems		62. 93,600	63. 8,150	64. 8,080
65. Subcomponent 1.1: Community typologies formation and resilience/project plans development				
66. Participatory planning for resilience	67. 310 plans x 500 households per community x 60% participation = 93,000	68. 93,000	69. 6,500	70. 7,900
71. Subcomponent 1.2: Technical training using Agropastoral/Farmer fields schools for increased production, resilience, and nutrition				
72. Technical training using APFS/FFS methodology	73. 1,590 FFS/APFS x 30 members = 47,700	74. 0	75. 3,850	76. 4,310
77. Nutrition awareness raising workshops /training	78. 310 communities x 500 households x 60% participation = 93,000	79. 0	80. 6,500	81. 7,900
82. Women empowerment using GALS methodology	83. 310 communities x 500 households x 60% participation = 93,000	84. 0	85. 6,500	86. 7,900
87. Subcomponent 1.3: land access/ownership by San facilitated, and indigenous knowledge integrated in modern practices for forest conservation				
88. Supporting San People through climate adaptive livelihood activities and forest management and conservation	89. 20 groups of San People x 30 members = 600	90. 600	91. 00	92. 80
93. Total beneficiaries: Component 2: Improved connectivity and access to markets.		94. 2,750	95. ,375	96. 25
97. Subcomponent 2.1: Structured supply chain linked to markets				
98. Building bus. plan. and	100. ~~11000~~ cooperatives ~~x=25~~ members and 25 MSMEs (not	101. 2,750	102. ,375	103. 25

99. dev. capacities, and formalisation of bus. processes and bus. plans	<u>emerging from FFSs</u>) x <u>2510</u> members = 2,750 <u>households</u> (adds to outreach)			
	104. <u>431 cooperatives and MSMEs emerging from FFSs x 20 members = 12,930 households</u> (captured in FFSs), plus	105.	106. <u>,465</u>	107. <u>,879</u>
108. Two-tier co-financing mechanism for smallholders, cooperatives and MSEs	109. <u>627 Cooperatives and MSMEs x 20 members = 12,540 households</u>	110. 0	111. <u>270125</u>	112. <u>5-647</u>
113. Facilitate access to agri-finance/credit	114. <u>250 MSMEs/Cooperatives/MSMEs x 20 members, each having 10 members = 5,000</u>	115. 0	116. <u>2500</u>	117. <u>51500</u>
118. Subcomponent 2.2: Public investment in market-oriented infrastructure				
119. Upgrade/Expand Rural Roads & Bridges	120. 500 Km of rural feeder roads and 50 Small bridges will benefit all project beneficiaries = 96,350	121. 0	122. 8,175	123. 8,905
124. Construction/rehabilitation of storage and Processing facilities	125. 175 Farmers organizations x 20 members = 3,500 households	126. 0	127. ,750	128. ,129
129. Construction/rehabilitation of storage and Processing facilities	130. 165 Farmers organizations x 20 members = 3,300 households	131. 0	132. ,650	133. 90
134. Total Beneficiary Households		135. 96,350	136. 8,175	137. 8,905
138. Total Household members (Number of People)	139. 96,350 households x 4.8 average household size = 462,480	140. 80	141. 462,480	142. 31,240

143.

144.

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146. During Phase 1, Component 1 will be rolled out across the entire project area to build-up production capacities, with Component 2 focusing on the Provinces of Bie, Cuando Cubango and Moxico where conditions are mature for the roll-out of commercialisation and market linkages support activities. In this way, the project investment phases are aligned with the targeting strategy based on the typology of intervention areas.

2.4 Operationalisation of the strategy

147. The targeting strategy should (i) ensure that these target groups, especially the most vulnerable, are the recipients of project support, and (ii) reduce the risk of certain benefits being captured by more dynamic and/or influential groups. The facilitators of the service provider structure, and the IDA team and all implementation stakeholders will be trained on the targeting approach and on the adoption of measures to ensure transparency in the criteria and procedures for selecting target groups (particularly vulnerable people whose farms are run by the women and youth). The application of the targeting strategy is the responsibility of all technical teams, both at regional and national level, as well as the various implementing operators. All project staff will receive training on targeting, social inclusion, and gender and youth integration approaches in program interventions.

148. Overall, the process of targeting localities and beneficiaries is organized in four interrelated steps:

1. Organization of the basin characterization studies (the entry point for the selection of intervention localities and beneficiaries)

149. At this level, the project will carry out, among other things, geospatial mapping dimensioned at the level of municipalities and localities (this mapping will make it possible to visualize the initial agro-ecological situation, that of the positioning of available/exploited resources, the developments, infrastructures and facilities intended for agricultural, agro-pastoral and pastoral activities, as well as the effects of climate change. It will allow the pre-identification of potentially developable sites (to be validated in partnership with the decentralised technical services of agriculture, livestock and the environment). Map-based targeting makes it possible to determine the areas of intervention as the first level of the sequencing of the project deployment. It identifies possible complementarities with ongoing or planned interventions identified in the mapping (to be carried out also at the start of the project).

2. Targeting of villages (within the communes of concentration)

150. This level of targeting will make it possible to circumscribe the villages or groups of villages of intervention within the target communes. The final selection of villages or clusters of villages will be made on the basis of (i) the cross-referencing of the criteria of poverty, vulnerability to the technical criteria chosen. For the final validation of the support localities, the project will organize a workshop jointly with the municipal authorities and decentralized State services, the actors of the project's target sectors, the municipal youth and women's organizations.

3. Participatory selection of potential support sites

151. The selection will consider the agroecological situation and socio-economic infrastructure (within villages/clusters of villages). This is the final selection of potential support sites (to be developed or not). This level of targeting will be based on the results of the geospatial mapping and the targeting criteria provided for this purpose. The work will be done in collaboration with the technical services to avoid duplication with the other stakeholders. The validation of the selected sites will be done in the village assembly.

4. Implementation of the different mechanisms

152. *Selection of the beneficiaries of the FFS* (category C1 in particular) through participatory community targeting. In each selected village, an information campaign will then be organized by the support structure, reaching the entire population. Then, the local administrative authority, with the support of the IPA-project team will set up a local beneficiary selection committee, composed as follows^[9]: (1) the village chief (e.g. SOBA); (2) two women's representatives; (3) a youth representative; and a representative of adult men. The members of the Committee will be trained (on site) in the criteria for identifying beneficiary family farmers in category C.1. Following the training, the Committee will validate the selection criteria for the beneficiary of the project and establish the list of pre-selected beneficiaries to constitute the FFS groups.

153. Processes and procedures for the selection of beneficiaries will be clearly defined to ensure transparency and support participatory democracy. Public meetings and discussions will be held as part of the selection process. Clarity and transparency in decision-making procedures will encourage trust and participation from groups that are normally ignored by more powerful groups. After sample verification, the supporting partner structures will send the list to the project.

154. Targeting POs/cooperatives. A direct targeting mechanism will be implemented to facilitate the identification and selection of family farmers' organizations (cooperatives/farmers' associations) already in place. The project will be able to set up the FFS within these organizations and work concomitantly on their structuring into producers' cooperatives, their professionalization (according to their level of maturity) and their empowerment.

155. Targeting C2. For C.2 targets, the project will implement a self-targeting mechanism. This mechanism will also be based on eligibility criteria established in a participatory, transparent and collaborative manner with the beneficiaries, other IFAD projects underway in

the same area of intervention, and structures in charge of agricultural development. Strategic partnerships will be established with stakeholders (provincial institutions, NGOs, etc.) with proven expertise, to ensure the support of communities in the identification and selection of beneficiary farmers in categories C1 and C2.

156. Targeting C3. Because of their role in the inclusion of vulnerable family farms and to promote their identification in the basin, the project may combine the self-targeting mechanism for them with direct targeting that will be carried out with the support of service providers.

2.5 Facilitation and empowerment measures

157. This mechanism integrates information, communication and awareness-raising measures as well as the various types of capacity building provided for in the implementation of the project. The project's intervention strategy will be adapted according to the nature and category of the target group, considering differentiating factors and specific criteria. Emphasis will be placed on the participation of vulnerable target groups in the processes of their targeting (participation in the identification and circulation of information/communication and awareness-raising activities). The project will adopt measures to build the capacity and confidence of those with less voice and power to participate more actively in planning and decision-making.

158. Targets C.1. (Very vulnerable family farmers) will be mobilized through the Farmer Field Schools (FFS) developed under Sub-Component 1.2. The FFS approach will be implemented in these three pillars integrating gender equality and empowerment of groups (in this case, women's groups). To this end, Community listeners' clubs (DIMITRA) will be set up in parallel with the FFS group.

159. Overall, the empowerment of women and girls will focus on the various economic opportunities offered by the project. Project support will also include financial literacy, functional literacy, training on best practices in maternal and child nutrition, and maternal and child health awareness. The project will support the local dynamics of changing behavior for gender equality. PRODESA's support will aim to (i) increase the integration and position of women and youth in the different value chains promoted by the project, (ii) facilitate the professionalization and economic empowerment of women and girls, (iii) strengthen their control over the resources and income generated by family farms and in the groups to which they belong, and (iv) involve them in the decision-making processes for the governance and management of the sites and infrastructures promoted by the project. The project will focus on awareness raising and training for behavior change at household and community level, while promoting alternative models of positive masculinity.

160. Women's financial inclusion will be strengthened by supporting the development of Village Savings and Loan Associations (VSLAs). The project will also support their integration into inclusive and equitable productive and/or business partnerships. Similarly, technologies that save time and reduce arduousness of work for women will be promoted

161. Education on best practices in maternal and child nutrition, psychosocial care, training on organizational dynamics, leadership, self-esteem, functional literacy for the illiterate (in this case women and girls) will be systematically integrated into the support pathway and oriented towards women and young people. Support may include, depending on the case, the promotion of vegetable gardens for market gardening crops rich in micronutrients (for C1 and C2 which are not in market gardening).

162. For targets C.3 (MSMEs), empowerment measures concern support for the production and supply of goods and services related to production, aggregation (collection and marketing of products), provision of specialized services such as transport of agricultural products, equipment repair, etc. For this category, the project will accompany the development of a business skills and planning under Sub-Component 2.1.

163. For more structured and functional cooperatives (C3), the empowerment measures will concern support for the establishment of productive and/or commercial partnerships and other

specific support to ensure the functions or to be put in contact with aggregators/operators of emerging markets established in certain municipalities in the intervention area. Since they are more aggregators/operators of emerging markets in the zone, as driving actors, they will be supported to facilitate the access of small producers to financial services, inputs and other services as well as to product markets, allowing them to improve their incomes. Support for them will be based on their potential to include more young people, women and other micro and very small entrepreneurs from C.1 and C2 in their business model. They will benefit from the incentives provided in Component 2 (and which include non-financial services and access to benefits provided in all sub-components for this purpose.²

2.6 Social Inclusion, Gender and Youth strategy

164. Overall, the social inclusion and gender strategy combines 2 areas of intervention: (i) broader social promotion of gender integration and social inclusion; (ii) support directly directed towards women, young people and the most vulnerable, including people living with disabilities, ethnic minorities (SANs).

2.6.1 Gender and Social Inclusion Strategy

165. To help reduce gender disparities, PRODESA's gender strategy will be based on IFAD's new Gender Equality Guidelines, Gender Transformation and Women and Girls Empowerment Strategy, as well as all transformative approaches in the country's COSOP. It will focus on a transformative and cross-cutting approach to guide the implementation of the different project activities. The project will work to strengthen equity in access to the resources and benefits facilitated by the project. Priority will be given to women "heads of households" or "heads of farms" from vulnerable households, as well as to households managed by young people to improve their assets and capacities, through farmer field schools (FFS) or other planned training programmes.

166. The strategy for women's inclusion and empowerment will consider the main constraints they face according to the five dimensions of women's empowerment: (i) production dimension^[12], (ii) resource dimension^[13], (iii) income dimension^[14], (iv) leadership dimension^[15]; (v) Time dimension^[16]. The project aims to transform gender relations. As a result, beyond the quotas of 50% of women and 30% of young people to be targeted among the beneficiaries, a gender transformation approach will be adopted with a view to transforming gender roles and relations between women and men, and promoting greater equality, responsibility, status, access and control of women to resources, services and decision-making.

167. The gender transformative approach goes beyond women's empowerment and considers desired positive changes in gender. Just as in the design phase of the project that took these aspects into account, the same approach will be adopted in the implementation of the activities. **To this end, the project will have a gender strategy and an action plan for actions**

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² [2] This is the so-called HEA approach: Household Economic Analysis²

[8] Support for the constitution of productive assets

[9] In selecting representatives, avoid the risk of focusing exclusively on well-organized groups of farmers or on successful women and youth. The project will therefore adopt measures to build the capacity and confidence of those with less voice and power to participate more actively in planning and decision-making.

[10] For farming families in a situation of chronic food crisis and unable to start a production activity. The mission noted many of these cases during the field mission for the formulation of PRODESA. Discussions with the Ministry of Social Action showed that in all municipalities, there is a support mechanism for these vulnerable households. The project will build on this mechanism in place and work on the inclusion of these extremely vulnerable households.²

on empowerment. The actions to be implemented will contribute to the strengthening of the capacity to act, the change in relations within the household and at the community level, the transformation of structures (basic institutions, production and management organizations including markets, value chain development strategy, social norms facilitating progress towards gender equality and the empowerment of women and youth.

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168. The agricultural and pastoral context throughout the project area is characterized by gender inequality, it is a question of initiating a process of (i) strengthening the capacity to act (capacities, skills, confidence), (ii) changing relationships within the household and community groups and (iii) transforming structures (agricultural and market institutions, land policies, social norms).^[17] These actions will make it possible to progress towards gender equality and women's empowerment in the project area. This requires, always, a continuous analysis of the socio-economic context of implementation, gender norms and imbalances observed in power relations in order to remove constraints, transform behaviours, legal and institutional frameworks and be able to guarantee the recognition and realization of women's social, economic and political rights.

169. Barriers to the participation of women and youth will be identified and explicitly addressed through awareness raising and social inclusion capacity building activities, facilitation and technical support by service providers^[18]. Dimitra Clubs, resilience funds and other social inclusion and dialogue approaches and methods will facilitate the processes. The application of this approach in climate change adaptation initiatives (promotion of climate-smart agricultural practices) concerns the equitable distribution of kits and other production factors, as well as the learning of good practices, responses to the specific needs of women, men and youth, equitable roles in the management of community resources or assets (e.g. water, pasture, land), the impact on the status of women and the household. This transformative approach to gender equality creates opportunities for women as well as for the whole household and/or community. And is fully integrated into the development approach of Sub-Component 1.2

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170. The PRODESA implementation team will ensure that the inclusion of women is effective in each of the technical sub-components of the project. The aim will be to promote: (i) the inclusion of women in FFS; (ii) their participation in the decision on the organisation of their economic activities; (iii) women's access to resilient technological and practical packages; (iv) participation in the creation or rehabilitation of assets and access to developed land; (v) control over the management of the revenues of their activities; (vi) participation in consultation frameworks for the management of agricultural and pastoral activities, in all the bodies that organize family farms, etc. (vi) participation in all initiatives (Dimitra Club, dialogue on the rational management of natural resources, etc.); (vii) access to and participation in the management of infrastructure, including marketing (markets) and shared economic spaces; (viii) their inclusion in business partnerships; (ix) access to any communication systems and warning mechanisms to be put in place on climate change issues.

171. Continuous support and monitoring of actions aimed at women is necessary to ensure their sustainability and ownership both at the level of women and the actors involved. The IPA team (at the national and provincial level) that will be assigned to the project as well as all the stakeholders involved in the implementation and the beneficiaries' organisations will be trained on PRODESA's gender and social inclusion strategy. All these entities will be equipped with the tools for the implementation, monitoring and evaluation of the gender approach and the achievement of its objectives.

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172. In addition to the FFS, through the Dimitra Clubs and the ADECOS Agents, the project will identify and train women and men who will be relays on gender equity and women's rights. These relays will then be able to facilitate and facilitate awareness/information sessions within local communities on the anchoring of the values of equality and to facilitate the empowerment of women. At the level of the developed sites and perimeters (rice and vegetable farms, etc.), multifunctional spaces will be set up for childcare, nutrition education, literacy and various capacity building necessary to develop women's leadership and promote their participation in

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the decision-making process at the level of their households, their communities and in the governance of support chains.

173. As with the targeting strategy, the application of the gender strategy is the responsibility of the entire team in charge of the implementation of PRODESA. The project's technical team in the field will: (i) play a role in driving and supporting the gender dynamics in the project; (ii) ensure the relevance of the gender strategy by considering its approach, the context and the socio-cultural realities of each area of intervention and of agricultural, agropastoral and pastoral farms; (iii) ensure that gender mainstreaming and youth inclusion aspects are systematically taken into account and that monitoring and evaluation indicators are disaggregated by sex, age and household status.

174. In addition, outside of FFS, the project will promote inclusive participatory approaches, including household-based methodologies and the Gender Action Learning System (GALS+). At the institutional level, support will be given to IPA and the provincial and municipal authorities associated with the implementation of gender and social inclusion issues for the dissemination of laws on gender-based violence and early childhood protection, training on the GALS, as well as support to support the monitoring of the implementation of gender-sensitive actions at the level of the Field Schools producers and beyond.

2.6.2 Youth strategy and implementation

175. The project's youth strategy will be based on targeted actions across Components 1 and 2 to: (i) remove constraints limiting the inclusion, active participation and empowerment of young people (men and women) in all agropastoral and pastoral activities (ii) create opportunities that can bring decent incomes and improve their living conditions (iii) strengthen their productive and entrepreneurial capacities by facilitating access to resources and production factors (land, water, inputs, livestock, finance/credit, vocational training, technology, advisory support); and (iv) promote youth leadership and participation in decision-making bodies at the household level, POs (groups, federations and/or consultation frameworks), socio-economic initiatives (e.g. transport of agricultural products, management of marketing support infrastructure, etc.).

176. The youth's path in PRODESA will be focused on the development of skills and capacity for production, business development and market engagement, under Sub-Components 1.2 and 2.1. The support programme may include participation in functional literacy courses (for rural youth who have dropped out or are not in school). Finally, targeted support for nutritional education and training of GALS will complement the production and agri-business interventions.

2.6.3 Inclusion of People Living with Disabilities and Ethnic Minorities-SAN

177. *The minority peoples*^[22] in the project area are a few thousand San (hunter-gatherers) and Himba (semi-nomadic herders and hunter-gatherers) with larger groups across the border in Namibia. They suffer from displacement from their ancestral lands and access to natural resources, economic, social, political and cultural marginalization and extreme poverty.

178. *People with disabilities* represent 2.5% of the general population (2014 census), of which 290,710 reside in rural areas. They face high levels of poverty, poor health and limited access to education, clean water and decent housing. The targeted areas have been particularly affected by the civil war and some areas are still contaminated by landmines. It is likely that several people with disabilities live in the target area.

179. To alleviate poverty and strengthen the participation of vulnerable people in the economic process, the project plans to support the targeting of these target group categories. For example, in the FFS as well as all the activities of Component 1, these target groups will constitute 10% of the beneficiaries. The project will also facilitate access to employment in related agriculture and livestock trades. To actively promote integration, it is necessary to identify, as part of the engagement under Sub-Components 1.1 and 1.2 as well as Sub-

Component 2.1, which operations, jobs, trades and agricultural activities, and related trades are best suited to different forms of disability.

180. With specific regard to people living with disability, the project will conduct a study to characterise disability in relation to the activities in the sectors to be supported, and the conditions for carrying out these activities, and will propose appropriate pathways to promote the inclusion of people living with disabilities. Based on the findings from the study tailored actions will be developed, which could include improvement of accessibility to the workplace, appropriate equipment and technical and management training, etc. All these groups will benefit from activities to support good nutrition and nutrition education.

181. In order to ensure the effective participation of people living with disability, the project will engage associations of these groups and their provincial branches for the identification, selection and support of this beneficiaries.³

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³ [1] Angola is ranked 133rd for gender inequality out of 193 countries ranked by UNDP's Human Development Report 2023-2024

[2] Women accounted for 51.2% of Angola's estimated population of 33 million in 2022 (National Institute of Statistics, 2023).

[3] Employed and unemployed persons aged 15 and over.

[4] Gender linkages and the Southern African Development Community (SADC). SADC Gender Protocol Alliance. 2019. 2019 Sexual and Reproductive Health and Rights (SRHR) Mapping Report. http://genderlinks.org.za/wp-content/uploads/2019/03/English_Mapping-of-SRHR-Policies-and-Lawsby-Country-in-SADC_03072019.pdf.

[5] Violence against women and girls is a serious problem in Angola. Indeed, one in three women is a victim of physical violence in her lifetime. 2018. Angola: Systematic Country Diagnosis: Building Assets for the Poor.

<http://documents.worldbank.org/curated/en/337691552357946557/pdf/angola-scd-03072019-636877656084587895.pdf>.

[6] In 2022, the overall unemployment rate was 29.6% (Angola-National Institute of Statistics-INE, 2023, Statistics 2022)

[7] National Institute of Statistics INE, 2023

[8] African Development Bank (AfDB), Angola, 2022,

[9] Institute for Security Studies; Jenny Clover (2005) and the Food and Agriculture Organization of the United Nations (FAO) (2014).

[10] The participation rate in the total labour force in 2021 is 76.9% (World Bank, 2023)

[11] Overall, 30.3% of women aged 20 to 24 were married or in a relationship for the first time before the age of 18. INE-Angola, Multiple Indicators and Health Survey (MIS) 2015-2016.

[12] The production dimension refers to low participation in decisions on the management of the family farm and/or autonomy limited to small plots of land and/or land farmed in groups, and/or to small livestock, and/or to certain post-harvest activities (processing)

[13] The production dimension calls for limited access and decision-making power over resources and factors of production: land, agricultural equipment, new production and processing technologies, training/information, financing/credit, etc.

[14] These are the low access and income decisions of man-run family farms

[15] Leadership refers to the low capacity to speak in public and to express their needs within households, communities, POs and other associative structures of which they are members.

[16] The time dimension raises questions about the agricultural and domestic workloads occupying the entire day of women and the unbalanced distribution in relation to men.

[17] EMPOWERING is about building confidence, self-esteem and strengthening the aspirations of men and women, as well as the knowledge, skills and abilities that people need to thrive; (ii) CHANGING RELATIONSHIPS: Transforming existing power relations between men and women in private relationships and social networks, and in group membership or activism, citizenship, and market negotiations; (iii) TRANSFORMING STRUCTURES: Supporting the transformation of discriminatory social norms, customs, values and practices (in the informal setting), as well as laws, policies, procedures and services (in the formal setting).

[18] In particular, through: (i) the development of training facilities, (ii) the provision of kits and equipment that reduce the arduousness of work and adapted (taking into account the specific needs mainly of young girls and women), (iii) the provision of appropriate time slots for training sessions and talks through the CEP, (iv) the establishment of a listening and dialogue system with young people and women (pair of coaches in companies), etc.

[19] The unemployment rate at the national level was 31.6% in the second quarter of 2021 (AfDB-Angola, 2022, op.cit. pv). The unemployment rate at the national level was 31.6% in the second quarter of 2021 (AfDB-Angola, 2022, op.cit. pv)

5.

PART 3 FOOD AND NUTRITION

182. **Nutrition.** Malnutrition is a major challenge in Angola. In 2023^[21], about 8.3 million people will be undernourished (compared to 7.6 million in 2021). The prevalence of stunting is high (38% overall, 47% in the poorest households)^[22]. UNICEF estimates that 3.9 million children will be severely malnourished in 2021 (among children aged 6-59 months). Angola has made no progress towards the stunting target, with 38 per cent of children under five affected, higher than the African regional average (30.7 per cent)^[23]. This prevalence masks gender and regional disparities. The national prevalence of wasting is 4.9% (4.3% for girls and 5.6% for boys).

183. The prevalence of stunting is considered very high, with a rate of 38% (34.1% for girls and 41% for boys) according to the new thresholds (2018) set by the World Health Organisation (WHO). Among women of reproductive age (15 to 49 years), 44.5% are affected by anaemia^[24]. Chronic malnutrition affects almost all provinces of the country. Angola's southern provinces (including Cuando Cubango) have been affected by successive droughts.

184. The structural causes of malnutrition are: (i) the level of poverty, especially among the rural population; (ii) the dependence on rain-fed agriculture, which is increasingly affected by droughts; (iii) the degradation of fragile ecosystems, exacerbated by climate change: land, crop and pasture degradation, periodic droughts and climate shocks; (iv) volatile food prices; (v) the lack of adequate basic socio-economic services. Households in the project's target provinces have mostly experienced drought shocks and often have low food stocks. As a result of rural-urban migration, rural households have fewer and fewer opportunities for agricultural labour, which has led to a significant decline in the purchasing power of these poor households at a time when they are increasingly dependent on markets to meet their food needs.

185. The impact of drought on water availability also affects access to safe drinking water for poor households in the project area, particularly in the south. Although there are no quantitative estimates of access to water, many water sources previously accessible to poor households have dried up due to the drought or are used by animals, further affecting water quality. Lack of access to safe drinking water and poor hygiene practices are the main causes of infectious diseases, exacerbating the already high levels of malnutrition and infant mortality in the project area.

3.1.1 Targeted support for nutrition

186. To better address the challenges of malnutrition, PRODESA will integrate nutrition education into all beneficiary support pathways, particularly in FFS under Sub-Component 1.2. The aim will be to strengthen the community's understanding of a balanced diet, particularly among women who are responsible for the nutrition of the family (especially children). The project will work to embed the "One Health" concept, which links the environment, soils and human health to nutritious crops, balanced diets and diversification of sustainable production. The desired outcomes are: (i) dietary diversification for women and children under five; (ii) improved infant and young childcare and feeding practices; (iii) improved household knowledge, attitudes and feeding practices; and (iv) year-round availability of diverse, healthy and nutritious foods.

187. Approach and implementation mechanism. Targeted nutrition interventions for beneficiaries will be intimately linked to empowerment activities. The approach to the

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^[20] Tradingeconomics.Com | Instituto Nacional de Estatística, Angola, 2022.

^[21] Women account for 87.9 per cent of informal employment compared to 72.3 per cent of men (National Institute of Statistics INE, 2023)

^[22] The Government of Angola does not recognize the concept of indigenous people and instead uses minority groups. Cuando, Cubango and Moxico are also home to 10,000 people belonging to the San nomadic community who live by hunting and gathering

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7.

implementation of nutrition activities will focus on prevention. The nutrition education activities to be implemented will take place through the Farmer Field Schools (FFS).

188. Two complementary actions will be carried out: (1) beneficiaries from the most vulnerable households (C.1) will benefit as a priority from the support provided for in Component 1 for the strengthening of their productive capital; (2) all targeted households (C.1, C.2 and C.3) will benefit from the establishment of nutrition clubs, information, communication, awareness-raising and nutrition education campaigns, training in environmental protection, hygiene and sanitation of the living environment, cooking demonstrations, etc.

Commented [J(7): 8.to be implemented by whom?

189. Main beneficiaries of actions on nutrition. The beneficiaries of nutrition support will be given priority to households with children under 5 years of age, pregnant and breastfeeding women, young mothers, vulnerable people (including minorities-SAN, people living with disabilities, etc.).

190. Raising awareness and supporting the production of diverse and nutritional crops. PRODESA will support the production, promotion and dissemination of nutritious foods, and their consumption through the promotion of diversified and balanced diets. Activities such as home gardens, short-cycle livestock farming, agri-food processing, are both income-generating activities and sources of nutritious food. The improvement of infrastructure and means of marketing, accompanied by training in the storage, management, hygiene and correct handling of food products, will promote hygienic conditions that ensure the quality of food products.

191. Nutrition education. The project will disseminate new knowledge that can influence attitudes, beliefs and behaviours related to nutrition. The aim is to provide beneficiaries with the information they need to make the right choices for a healthy, balanced and diverse diet. To ensure that the activity reaches as many beneficiaries as possible, awareness-raising and education campaigns on optimal practices for mother and child nutrition will be conducted at the community level and aimed at all categories of beneficiaries, with the creation of video, audio and image content in the field of food security, nutrition, hygiene and sanitation. A nutrition education manual will be developed and translated into language to promote ownership by vulnerable beneficiaries (women, youth, very vulnerable households with very little or no level of education).

192. Dissemination of information on nutrition education. "nutri-change" To support awareness-raising, information and education on good nutrition practices in the project area, several communication tools (posters, brochures, food guides, etc.) will be developed as part of the communication plan to be distributed to each targeted household group through the FFS in all provinces, for the dissemination of good "word-of-mouth" information on nutrition in communities.

193. ADECOS agents^[5] will be selected, trained and equipped with awareness kits to carry out nutrition awareness activities. The project will sign agreements with community radios to ensure the dissemination of information and contribute to the large-scale awareness in local languages of the actions carried out by the project on nutrition.

194. The nutritional communication "nutri-change" will be carried out through the farmer field schools (FFS). All target groups participating in FFS will benefit from nutrition messages, food guides, improved local recipes and advice on composing complete meals mainly for young children, through Behaviour Change Communication (BCC).

195. Agro-culinary demonstration. Demonstrative agro-culinary techniques will be used in the educational sessions to be given by the ADECOS after their trainings, in order to demonstrate in a practical way (i) the ideal layout of farming systems for a combination of nutritious crops for meals; (ii) artisanal preservation and processing techniques that preserve nutritious foods for the lean season; (iii) the preparation of meals specifically for children; (iv) equitable distribution of meals in the household; and (v) the preparation of supplementary meals for infants and young children.

196. Study food supplements and improve local recipes. This study will combine a literature review, focus groups and field surveys with (i) local flour producers; (ii) pharmacies; (iii) neighborhood shops; (iv) supermarkets; (v) markets at the provincial and municipal level of intervention; and (vi) at the consumer level (women/mothers) in each province. The study will make it possible to (i) map local experiences; (ii) study the market for infant meals in the project's intervention areas; (iii) identify local revenues to be improved; (iv) to study potential formulations of infant flours; (v) establish validated recipes that respect the macro and micronutrient content, as well as in compliance with microbiological analyses. The study will be carried out in year 2 of the project and will guide the achievements of the third.

197. Coordination and monitoring of nutrition interventions. Coordination and facilitation of the implementation of nutrition interventions will be the responsibility of the Nutrition and Social Inclusion Specialist. In addition, a baseline study on the nutritional situation and gender equality in the project intervention areas will be included in the pre-project activities (baseline study). This baseline study should include surveys to assess the Minimum Dietary Diversity for Women (MDD-W^[6]) and the Women's Empowerment in Agriculture (WEAI^[7]) at the project level. These tools will enable the project to identify interventions that will act as levers to strengthen social inclusion, women's economic empowerment and household food and nutrition security in the intervention area. The impact of the activities on malnutrition rates in the target areas will be assessed at mid-term and at the end of the project.

198. Establishment of the "Nutrition Monitoring Group". Given the multiplicity of public service actors involved in nutrition at provincial level, the project will support the creation of an inter-ministerial committee (at provincial level) on nutrition issues to ensure a concerted approach and multisectoral coordination, and to better monitor and capitalise on PRODESA's contribution to the implementation of the national food security and nutrition strategy. This will be done in close collaboration with the national structure in charge of food and nutrition security issues.

199. The objective of the "Nutrition Sub-Committee" will be to (i) support the framing of project activities within the framework of national policies and programmes on food and nutrition security; (ii) monitor nutrition interventions by coordinating with other activities to avoid duplication and optimise complementarity of different interventions; and (iii) adopt a harmonised and well-coordinated approach to ensure sustainable change in the project's approach to nutrition and to align it with the understanding of nutrition by all stakeholders. This action is part of the capacity building of actors to ensure multisectoral coordination and mainstreaming of nutrition activities, as well as monitoring of alignment with the National Strategy for Food and Nutrition Security (ENSAN) and a good quantification of PRODESA's contribution to achieving the objectives set out in this strategy.⁴

1.

⁴ [1] FAOSTAT, 2024, Angola, Hunger and Food Insecurity, <https://www.fao.org/home/en>, (accessed September 2024)

[2] INE, Multiple Indicator and Health Survey (HIMS) 2015-2016.

[3] Global Nutrition Report, 2022

[4] The "Global Nutrition Report 2022". Available on <https://globalnutritionreport.org/reports/2022-global-nutrition-report/>

[5] ADECOS are community-based workers trained to support awareness-raising on health, sanitation and nutrition issues in community settings. These community workers are attached to municipal health centres, which are at the same time the major players in nutrition-related issues. The salaries and operational costs of the ADECOS are paid by the Ministry of Territorial Administration. As required by national policy, each ADECOS agent is responsible for a micro-zone, i.e. a delimited geographical area of households of 100 to 250 families, i.e. about 2,400 to 4,000 people. The project will be able to rely on these community workers to support nutrition activities. They will be trained and equipped for this purpose.

[6] Minimum Dietary Diversity for Women – <http://www.fao.org/3/a-i5486e.pdf> Measurement Guide ; Compendium of Indicators for Nutrition-Sensitive Agriculture, FAO <http://www.fao.org/3/i6275fr/i6275FR.pdf>

[7] PRO-WEAI <http://weai.ifpri.info/versions/pro-weai/>; Evaluation of Women's Empowerment in Agricultural Development Projects, RURAL 21 – The International Journal of Rural Development

5.

Commented [J(8)]: 9.in my view this is too complex for this project and what has been done on the ground in the context of the other IFAD projects on nutrition

Commented [J(9)]: 10.are these specifically identified as expertise for the baseline study?

200. Climate change adaption strategy and interventions

201. The PRODESA project adopts an integrated approach to enhance climate resilience and environmental sustainability in Angola's rural areas. The strategy focuses on empowering smallholder farmers and communities to adapt to climate change while ensuring sustainable use of natural resources. By embedding climate-smart agricultural practices, fostering ecosystem restoration, and improving market access, the project aims to create resilient livelihoods and sustainable ecosystems.

202. To strengthen agricultural resilience, PRODESA promotes climate-smart farming practices through Farmer Field Schools (FFS) and Agro-Pastoral Field Schools (APFS). These methodologies introduce integrated soil fertility management, conservation agriculture, and the use of drought-tolerant, nutrition-dense crops. By leveraging agroecological approaches, the project reduces dependence on unsustainable practices like slash-and-burn while enhancing soil health and productivity. Local seed production systems are prioritized to improve access to climate-adapted crop varieties, ensuring food security under changing climatic conditions.

203. Recognizing the importance of ecosystem services, PRODESA integrates environmental restoration and sustainable resource management into its interventions. Community-led reforestation projects and forest conservation efforts are designed to combat land degradation and deforestation. For vulnerable groups, such as the San People, the project incorporates participatory land-use planning to secure forest rights and preserve traditional livelihoods. Agroforestry systems and water conservation practices are also introduced to enhance ecosystem resilience and diversify livelihoods, thereby reducing vulnerability to climatic shocks.

204. Capacity building is a cornerstone of the strategy, ensuring that farmers, cooperatives, and local governments are equipped to respond to climate challenges. Targeted training programs cover climate-smart agriculture, water management, and the nexus between environmental health and human nutrition. The Resilience Design and Monitoring Tool (RDMT) is deployed to assess vulnerabilities and guide community-driven interventions, enabling adaptive and inclusive project implementation.

205. To enhance economic resilience, PRODESA invests in market infrastructure such as climate-resilient feeder roads and storage facilities. These investments reduce post-harvest losses, improve market access, and strengthen value chains for climate-resilient crops. By providing business development services and co-financing mechanisms, the project empowers cooperatives and small enterprises to engage in value addition and access agri-finance, fostering sustainable economic growth.

206. The strategy also emphasizes policy advocacy and institutional strengthening. By aligning with Angola's National Adaptation Programme of Action (NAPA) and Nationally Determined Contributions (NDCs), PRODESA supports the development of regulatory frameworks for climate adaptation and sustainable resource use. Partnerships with the Ministry of Agriculture, IDA, and development agencies such as FAO and UNDP further enhance institutional capacity, ensuring long-term sustainability and scalability of interventions.

1. <https://www.rural21.com/français/actualites/detail/article/evaluer-lautonomisation-des-femmes-dans-les-projets-de-developpement-agricole-00003210/>

207. PRODESA incorporates targeted programs for women, youth, and marginalized groups to ensure inclusive development. Women's empowerment is achieved through literacy training, labor-saving technologies, and participation in decision-making processes, while youth benefit from tailored vocational training and entrepreneurial support. For the San People, livelihood diversification programs like beekeeping and ecotourism are integrated with forest conservation to preserve their cultural heritage while improving their economic resilience.

208. PRODESA's climate adaptation and environmental resilience strategy combines sustainable agricultural practices, community-driven ecosystem management, and robust institutional frameworks. By addressing the interconnected challenges of climate vulnerability, food security, and natural resource degradation, the project aims to create a sustainable future for Angola's rural communities.

209. Implementation of SECAP and Environmental and Social Safeguards

210. The implementation of the Social, Environmental, and Climate Assessment Procedures (SECAP) in the PRODESA project is guided by a comprehensive approach designed to integrate environmental and social safeguards into all aspects of project planning and execution. This strategy ensures compliance with IFAD's SECAP framework, mitigates environmental and social risks, and enhances the sustainability of project outcomes. The SECAP implementation strategy is aligned with Angola's national environmental and social regulatory frameworks and international best practices, ensuring that project activities foster sustainable development and resilience.

211. A key element of the strategy involves the early identification and assessment of environmental and social risks during the project preparation stage. This is achieved through the development of core SECAP documents such as the Environment, Climate, and Social Management (ECSMP). The ECSMP outlines measures to mitigate potential adverse environmental and social impacts. The ECSMP serve as guiding frameworks for integrating safeguards into project implementation.

212. To operationalize SECAP, the project employs a participatory and inclusive approach to engage stakeholders, including local communities, government agencies, and development partners. This involves incorporating Free, Prior, and Informed Consent (FPIC) processes, particularly for marginalized groups such as the San People. Participatory processes ensure that the voices of all stakeholders are heard and that project interventions are tailored to the needs and priorities of affected communities. Capacity-building initiatives, including training for project staff and local partners, strengthen the ability to implement and monitor safeguards effectively.

213. Another critical component of the strategy is the integration of SECAP requirements into project design and procurement processes. Safeguard measures are embedded in bidding documents, contract clauses, and technical specifications to ensure compliance during infrastructure development and other project activities. For example, the rehabilitation of feeder roads and bridges is designed to minimize environmental disruption and incorporate climate-resilient technologies. Regular internal audits and monitoring mechanisms are established to track adherence to SECAP requirements and to address any deviations promptly.

214. Monitoring and evaluation (M&E) play a vital role in the successful implementation of SECAP. The project adopts a results-based M&E framework that incorporates key indicators from IFAD's Core Indicator framework, such as those measuring environmental sustainability, climate resilience, and social inclusion. Periodic reviews and stakeholder consultations ensure that safeguard measures remain relevant and effective throughout the project lifecycle.

215. The primary SECAP documents developed and implemented in PRODESA include:

216. **Environment, Climate, and Social Management Plan (ECSMP):** Provides a comprehensive framework for managing environmental, social, and climate-related risks.

217. **Stakeholder Engagement Plan (SEP):** Details the approach for involving stakeholders in project activities and decision-making processes.

218. **The Grievance Redress Mechanism (GRM)** developed for PRODESA serves as a structured platform to address and resolve grievances or complaints from stakeholders, particularly local communities, in a fair, transparent, and efficient manner. It ensures that issues arising from the project's activities, such as environmental impacts, social conflicts, or implementation challenges, are managed constructively while maintaining stakeholder trust.

219. **Free, Prior, and Informed Consent (FPIC)** for PRODESA ensures that affected communities, especially vulnerable and marginalized groups such as the San People, are meaningfully engaged in decisions related to project activities. This process recognizes the rights of communities to make informed decisions about project interventions that impact their land, resources, and livelihoods. FPIC adheres to international standards, including IFAD's SECAP guidelines and Angola's national laws.

220. The FPIC approach emphasizes culturally sensitive and inclusive practices, using local languages and traditional governance structures to engage communities effectively. For PRODESA, this has been particularly important in addressing concerns related to land-use rights, forest conservation, and the introduction of alternative livelihoods for the San People. FPIC also facilitates the co-creation of solutions, ensuring that project interventions align with community priorities and traditional knowledge systems.

221. Integrating these documents into all project components, PRODESA ensures that environmental and social safeguards are not only a compliance requirement but also a cornerstone of sustainable and inclusive development. This strategic approach ensures that the project achieves its objectives while minimizing risks to communities and ecosystems.

222.

PART 4 DETAILED DESCRIPTION OF COMPONENTS AND MODALITIES OF IMPLEMENTATION

223. The components and activities outlined below refer to Phase 1 [and the following table gives an overview of how all key activities will be phased in the five provinces participating in the project.](#)

224. Year-wise phasing of main project activities in phase 1

225.		226. Y1	227. Y2	228. Y3	229. Y4	230. Y5	231. Y6
232.	Component 1: Resilient Agricultural Farming and Livelihood Systems						
233. Batch 1:	239. Characterization of production basin for 9 MU spread between all 5 provinces. Dev. 90 CRPAP	240. 13 AFPS, 450 FFS 1st cycle provided with caxia start-up funds	241. 13 AFPS, 450 FFS 2nd cycle, adoption funds for each member, production investments*	242. 13 AFPS, 450 FFS graduation, consolidation of capacities for caxia, investment, & cooperative management	243.	244.	
234. 2 MU CC							
235. 2 MU MO							
236. 2 MU BI							
237. 2 MU LN							
238. 1 MU LS							
245. Batch 2:	251.	252. Characterization of production basin for 22 MU spread between all 5	253. 19 AFPS, 790 FFS 1st cycle, caxia start-up funds	254. 19 AFPS, 790 FFS 2nd cycle, adoption funds for each member, production investments*	255. 19 AFPS, 790 FFS graduation, consolidation of capacities for caxia, investment, & cooperative management	256.	
246. 5 MU CC							
247. 5 MU MO							

248. 5 MU BI 249. 4 MU LN 250. 3 MU LS		provinces. Dev. 220 CRPAP	257.	258. 8 AFPS, 310 FFS 1st cycle, caxia start-up funds	259. 8 AFPS, 310 FFS 2nd cycle, adoption funds for each member, production investments*	260. 8 AFPS, 310 FFS graduation, consolidation of capacities for caxia, investment, & cooperative management
261. San People Batch 1: 262. CC 263. and MO	264.	265. Nego tiation and selection of CA and tenure arrangements for CA co- management pilots	266. Fa cilitation of community planning with 10 groups,	267. Trainin g and implementation of livelihood packages and sustainable forest area management	269. Training and implementation of livelihood packages and sustainable forest area management	270.
271. San People Batch 1: 272. CC 273. and MO	274.	275.	276. Ne gotiation and selection of CAs and tenure arrangement s for CA co- management pilots	277. Facilita tion of community planning with 10 groups	278. Training and implementation of livelihood packages and sustainable CA management	279. Train ing and implementatio n of livelihood packages and sustainable CA management
280. Component 2: Improving connectivity and access to markets						
281. Batch 1: 282. 1 MU CC North 283. 2 MU MO 284. 2 MU BI	285. Mark et and VC study, coaching, dev. and financing of 23 BPs	286. Monit oring and coaching of 23 BPs. 287. Mark et connectivity investments **	288. Co aching and closure of 23 BPs	289.	290.	291.
292. Batch 2 add: 293. 1 MU CC North 294. 2 MU MO 295. 2 MU BI 296.	297.	298. Mark et and VC study (covering all remaining MUs), coaching, dev. and financing of 52 BPs	299. Mo nitoring and coaching of 52 BPs 300. Ma rket connectivity investments **	301. Coachi ng and closure of 52 PBs	302.	303.
304. Batch 3 add: 305. 1 MU CC North 306. 3 MU MO 307. 3 MU BI	308.	309.	310. Co aching, dev. and financing of 161 BPs	311. Monitoring and coaching of 161 BPs 312. Market connectivity investments **	313. Coa ching and closure of 161 BPs	314.
			315.	316. Coaching, dev. and financing of 244 BPs	317. Mo nitoring and coaching of 224 BPs	318. Coachi ng and closure of 224 BPs
			319.	320.	321. Coa ching, dev. and financing of 147 BPs. 322. Mar ket connectivity investments **	323. Monitor ing, coaching and closure of 147 BPs
324.	325.	326.	327.	3 329.	3 332.	3 334.

335. Municipality (MU); Community Resilience Project Action Plan (CRPAP); Cuando Cubango (CC); Moxico (MO); Bie (BI); Lunda Norte (LN); Lunda Sul (LS); Community fund (caxia comunitaria); Business plan (BP); Conservation areas (CA)

336. * Infrastructure and equipment for irrigation, soil conservation and seed banks, animal traction.

337. ** Upgrading of rural feeder roads and wooden bridges

338.

339.

4.1 COMPONENT 1: Resilient Agricultural Farming and Livelihood Systems (USD 37.48 million)

340. This component will focus on supporting the project's target groups in increasing the local production of a diversity of food while addressing their vulnerabilities to the impacts of climate change and soil erosion risks. This component will be implemented in all targeted municipalities strengthening the production and the initial organisation of farmers for them to be able to benefit from component 2 when they have reached maturity.

341.

4.1.1 SUB-COMPONENT 1.1 Community mobilization and participatory planning for resilience. (USD 2.83 million):

342.

343. **Objective:** to ensure an organised and participatory entrance point with the communities to plan the project activities they will be participating in ensuring that they are addressing key risks, vulnerabilities and opportunities for their livelihood development. The participatory community planning process also has as an objective to strengthen the community members capacities in key areas contributing to their resilience and livelihood development. The final objective of the facilitated planning process is to allow the community members to decide how they will organise in different FFS or APFS groups and identify mature groups and associations, MSEs and entrepreneurs that can participate in component 2 (starting in Bie, Cuando Cubango North and Moxico in the first phase of the program).

344. Outputs to be delivered: 31 municipal level gender sensitive characterizations of production basins; 310 Community Resilience Action Plans developed through participatory community planning processes for resilience, improved production, FSN and income

345. **Overall Target group and outreach:** The subcomponent will be implemented with all target groups (C1-C3) as they are present in the communities. MSEs not directly present in the communities but (potentially) buying products from or providing other production related services to the communities will also be included in the community planning process to ensure their constraints and ideas are taken into account and ensure that they can benefit from component 2. An estimated total of 310 Community Resilience Project Action Plans (CRPAP) will be developed corresponding to an average of 10 per municipality. With an average of 300 households participating in the planning process in each community this subcomponent will reach an estimated 93,000 households.

346. **Activity 1.1:**

347. Gender sensitive characterization of the production basin in each municipality to detail and disaggregate further the five farming and market system typologies (see section 2.3) and understand local challenges and opportunities for small-scale farmers. The characterization will include:

- (1) Current agricultural production and productivity levels and constraints in terms of weak land governance failing to provide access to land for small-scale food producers, impacts from climate change and degraded ecosystem services and lack of access to technologies, knowledge and training/capacity building, labour availability and costs, and organisation of the production;
- (2) Market demands and main channels for small-scale producers and vulnerable communities and connectivity barriers;
- (3) Mapping of SME agri-services and input providers, traders and processors operating in the municipalities and opportunities for young entrepreneurs;
- (4) Food security and unmet nutrition gaps by local production and opportunities for small-scale producers to address these gaps.

348. Activity 1.2:

349. Awareness raising on the project in the municipality and selection of an average of 10 communities in each municipality to participate in the project. The selection will be based on the needs and opportunities identified in the characterization of the production basin and application of the community selection criteria: 1) high poverty and vulnerability to poverty rate; 2) high food insecurity and/or malnutrition rates; 3) production opportunities linked to FSN gaps and market demands; 4) interest of farmers, agro-pastoralists and SMEs in the communities in participating in the project.

350. Activity 1.3:

351. Participatory community planning process and development of Community Resilience Project Action Plans (CRPAP) including:

- (1) Mobilization of the community and informing about the opportunities the project is offering and engagement processes in collaboration with community leaders and ensuring the outreach to women and youth as well as vulnerable groups such as very poor households and people with disabilities. Obtaining the prior and informed consent for the community's participation in the project;
- (2) Participatory risk and vulnerability assessment and identification of livelihood and resilience building interventions in focus groups and subsequent discussion in plenary groups to reach consensus involving also traders and SMEs that are or potentially could be working with the producers in the communities. Tools and data to support this process will include the resilience matrix from the Resilience Design and Monitoring Tool (RDMT see PIM), land-use and resources governance mapping tools, findings and data from the municipality production basin characterization, and down-scaled data on historic climate trends and future projections. As per the RDMT matrix, this will include the assessment of risks and vulnerabilities for the livelihood activities, food security and nutrition in the community in relation to climate, degraded ecosystems and biodiversity, land tenure and governance, market and economic shocks and cultural and social exclusion pressures. The assessment will be followed by participatory identification of interventions to address the vulnerabilities identified. The GALS methodology for groups will be used to raise awareness on gender relations and their impacts on the success of livelihood activities in terms of income and food security and nutrition and the need for equal participation and benefits to men and women as well as young people in the community. The participatory process will end with the preparation of the draft CRPAP.
- (3) Participatory Mapping of existing community livelihood groups and their inclusiveness (producer groups, pastoral groups, associations, cooperatives, women and youth groups, etc.), SMEs, processors and traders serving producers in the communities. Community organisation in FFS and APFS groups as well as young entrepreneurs, SME and cooperatives and associations based on the mapping of existing groups and the livelihood and resilience building interventions identified. This organisation will allow the communities to access the support from PRODESA for the implementation of their CRPAP.
- (4) Finalisation and community approval of the CRPAP laying out the groups and curricula subjects and small production investments to be support with FFS and APFS in SC 1.2, the products and services and potential cooperatives, associations, young entrepreneurs and SMEs to be supported in value addition and marketing in SC 2.1 (for Cuando Cubango North, Moxico and Bie) and the proposed feeder roads and wooden bridges to be rehabilitated or upgraded in SC 2.2

352.

353. **Implementation modalities:** The implementation of this subcomponent will be managed by IDA in close collaboration with the municipalities. A service provider will be competitively contracting for the municipal level characterisation of production basins and other service providers will be competitively contracted for the facilitation of the participatory community planning processes and the development of the CRPAPs.

354. **Roll-out:** The characterization of production basins at municipal level will be done in year 1 for the 31 municipalities. The indicative plan for rolling out the participatory preparation of the 310 CRPAPs is as follows:

355. Provinces	356. Year 1	357. # plans	358. Year 2	359. # plans
360. Cuando Cubango	361. 20		362. 50	
363. Moxico	364. 20		365. 50	
366. Bie	367. 20		368. 50	
369. Lunda Norte	370. 20		371. 40	
372. Lunda Sul	373. 10		374. 30	
375. Total	376. 90		377. 220	

378.

379.

Sub-Component 1.2: Implementation of Agropastoral/Farmer fields schools for increased production, resilience and nutrition. (USD 33.2 million)

380. **Outputs to be delivered.** The objective of this sub-component is to ~~tackle the high levels of malnutrition in the project target areas with rural households lacking access to diverse and healthy diets and~~ support smallholder farmers and agro-pastoralists to increase the climate resilience, diversity, and -and- production of output of and incomes from their farming systems to increase their food security, income and access to a diversity of nutritious food.

381. **Overall Target group and outreach.** This subcomponent will cover C1 the most vulnerable households, and C2 smallholder farmers with low productivity and low value added. The activities of this sub-component will be tailored to the specific needs of each target group and will have a particular focus on the vulnerability of households in a situation of food and/or nutrition insecurity. The results of this sub-component, which will focus on sustainable production and increased productivity and resilience, will be fundamental in paving the way for Component 2, which will strengthen local capacity for marketing surplus production, thus generating tangible economic returns.

382. The project will support the implementation of 1,590 FFSs and APFS in 31 municipalities in the five target provinces, of which 40 APFSs will be implemented in the dry areas of the selected municipalities in southern Cuando Cubango. This will provide capacity-building training to around 47,700 households, of which 1,200 beneficiaries will receive APFS training. Of the total beneficiaries, 50% of whom are expected to be women and 30% young people.

383. In view of IDA's limited technical capacity for project implementation, the roll-out of PRODESA FFSs will be outsourced to a service provider to be selected through a competitive bidding process. The exception to this is in the province of Bie, where technical capacity is available to allow the project's FFSs to be implemented directly through the IDA extension network.

384. The Key Activities (described in detail below) will be based on the use of the Farmer and Agro-pastoral Field School (FFS/APFS) extension methodology as the main approach through which extension services will be provided to equip beneficiary farmers with the knowledge, analytical and decision-making skills that will enable them to adapt and adopt improved, sustainable and resilient farming practices and technologies. The project will identify and support existing FFS groups to continue and complete their FFS learning and will establish new schools in the target areas. Efforts will be made to ensure that clusters of FFSs/APFSs emerge in the targeted areas of the project by forming groups of FFSs/APFS near each other, thus enabling the advantages resulting from this to be exploited.

385. The FFS/APFS approach is key to build human and social capital to empower beneficiaries and their communities with skills for problem-solving, [managing caixas comunitarias \(community saving and credit funds\) for small investments and economy of scale and gradually transform into business-oriented cooperatives or associations. The joint learning approach is combined with investments in physical capital such as irrigation systems and farm equipment to increase farm level productivity.](#) The GALS methodology for groups will be used to ensure equal participation of women and men and women empowerment and nutrition training will be mainstreamed in all FFS/APFS. Literacy classes will be offered to illiterate groups to strengthen their participation and empowerment.

386. PRODESA will follow the [innovative](#) graduation approach used in Angola where well-functioning FFS may graduate into cooperatives or associations able to manage their [caixa comunitaria](#) that allow them to do small joint investments in upgrading their production technologies, value addition and commercialisation. It is expected that 10% of the supported FFS/APFS (155 FFS and 4 APFS will graduate into cooperatives with well-functioning [caixa comunitaria](#) able to do joint business investments.

387.

388. The key activities for the implementation of sub-component 1.2 are based on the use of the FFS/APFS methodology as a training platform for capacity building and include:

389. **Key Activity 1.2.1:** Selection of a service provider and collaboration modalities for roll-out.

390. **Expected Output.** PRODESA will recruit a service provider to deliver extension services and capacity building to improve the knowledge, skills and competences needed for project beneficiaries to improve their farm practices for sustainable increase of their farm output, productivity and resilience.

391. **Targeting.** The selection process with target service providers that demonstrate experience and capacity for FFS and meet the criteria set out for the selection process described in a dedicated detailed Annex.

392. Sub-Activity 1.2.1.1: Selection of service provider

393. Based on the experience of other IFAD projects, such as SAMAP experience with the recruitment of FAO, the PIU will conduct a process of preparing a call and selecting a service provider, that will be central to the delivery of outputs and results under Sub-Component 1.2.

394. In view of IDA's limited technical capacity on the ground (except for the province of Bié), the project management unit (PMU) will launch a call for tenders to select and contract a service provider for the provision of capacity building and the set up and roll-out of the project's FFS/APFS to support family farming and to ensure a wide geographical outreach. The call for tenders will be drawn up on the basis of the outputs expected from the service provider, which is specified in the terms of reference for the service provider. Given its

expertise and extensive experience in the country, FAO is likely to be one of the most suitable service providers for the project to partner with in the development of the FFS/APFS curriculum and the delivery of training to the project's extension network staff and to the project beneficiaries, as well as the implementation of the FFS across the project area (except Bie). The project could also consider the feasibility and impact of supporting the two existing agricultural training institutions in the region to provide FFS/APFS-related training to project staff in the extension network.

395. **Implementation modalities.** The preparatory work required for the successful selection of a service provider includes the following steps in particular: 1) development of the terms of reference (ToR), 2) preparation and launch the call for tenders and, 3) definition of the criteria and modalities for the selection of the service provider(s). The selected service provider will be hired under a performance-based contract with clearly defined deliverables and will be subject to regular evaluation of its performance. Given the large geographical coverage of the project area, the PMU should decide whether or not to group the target provinces so that each cluster of provinces is serviced by a single service provider.

396. **Roll-out.** As the activities under Sub-Component 1.2 and the successful establishment of FFS across the project area is a key prerequisite for the delivery of the other components and activities of PRODESA, the selection of a FFS service provider will be a priority task at the project start.

397. Sub-Activity 1.2.1.2: Establishment of a collaborative presence on the ground

398. **Implementation modalities.** Once onboarded, the project will provide the necessary support for the service provider to recruit an adequate number of qualified technicians and community based FFS facilitators to create an extension network to implement the project's FFS/APFS as a platform for providing support and assistance to the target beneficiaries.

399. The service provider should also liaise closely with IDA/EDA staff and staff from other relevant government agencies and establish partnerships with relevant research organisations to help the project to access innovations and to yield-enhancing and resilient agriculture technologies and farm practices, for example with the Agronomic Research Institute (IIA), as described and budgeted under Sub-Component 3.1 as part of the broader research and development set of interventions. IIA will introduce improved agriculture technologies and farming practices for the target crops and support the local multiplication of seeds and planting material of improved varieties, especially cassava, as the main staple and cash crop in the target region.

400. **Roll-out.** The service provider will set up an operational extension network in each of the target municipalities to implement the project's FFS/APFS-related activities, except in Bie where IDA will delivery on teh FFS implementation.

401.

402. As part of this process and described in Key Activity 1.2.2 the service provider will conduct a training course on the FFS methodology to ensure that the staff of the extension network have the necessary knowledge and skills to set up and implement FFS-related activities. The service provider will ensure that the extension network in each of the target municipalities is equipped with appropriate means of transport.

403. **Key Activity 1.2.2:** Curriculum development and training for FFS master trainers (MTs) and for frontline extension staff, including community based FFS facilitators and EDA technicians.

404. This activity is intended to provide the project with the local technical capacity needed to establish a fully operational network for the delivery of improved extension services.

405. **Expected Output.** A capacity building training programme delivered by the selected service provider to staff from the project's extension network (Service Providers and IDA/EDA

staff). This will ensure that there is adequate technical capacity in place to set up and run the project's FFS/APFS and to provide training to smallholder farmers benefiting from the project.

406.

407. The service provider will therefore develop a training curriculum tailored to account for the environmental, socio-economic and cultural differences between the target communities, reflecting the 4 identified typologies that characterise the target areas.

408. **Target Group.** The target group of the project's extension network for FFS capacity-building training in each of the 31 participating municipalities will consist of 1 FFS/APFS master trainer, 6-8 frontline extension workers and 100 community-based FFS facilitators. This is based on the size of the extension network needed to implement a total of 50 FFSs in each of the 30 target municipalities and 40 APFSs in the agro-pastoral municipality targeted by the project. The assumption is that each extension worker will facilitate around 6-8 FFSs/APFSs, and each FFS/APFS will be assisted by two community based FFS facilitators (2 per FFS, 1 male and 1 female). In addition, each FFS Master Trainer (MT) will be responsible for providing support to approximately 4-6 FFS frontline extension workers.

409. The training will also target EDA technicians to help build and strengthen their knowledge and skills in participatory extension, particularly the FFS-based extension approach. In particular, the training will target those who will be responsible for the follow-up and supervision of the process of implementation of the project's FFS/APFS. In this regard, efforts will need to be made to ensure that at least two EDA extension workers are available in each of the target municipalities, recognising that the target municipalities have few or no extension workers.

410. **Implementation modalities.** The training programme, developed and delivered by the service provider will also include periodic refresher courses to introduce innovations, topical issues and to review, consolidate and reinforce the participants' knowledge, skills and competencies in technical aspects and FFS-related topics, thereby providing an opportunity for continuous learning.

411. The APFS curriculum in the nomadic pastoralist system in the drought-prone south of Cuando Cubando will focus on food security through interventions that will address both livestock and crop production. In this regard, the project will partner with the Institute of Veterinary Services (INSV) to provide the necessary expertise for the livestock training courses at the Agro-Pastoral Field Schools (APFS) and to support the implementation of other APFS-related interventions.

412. The training curriculum for FFS master trainers and facilitators will place special emphasis on participatory extension approaches, highlighting the methodology and principles that guide the Farmer Field School (FFS). It may also include technical topics, particularly those that address climate change and natural resource and environmental management. Additional training will be provided on the basis of a needs assessment, the findings of which will be used as a guide to design a capacity-building intervention to support smallholder agriculture and livestock development. In addition, gender, youth and social inclusion interventions, as well as nutrition related activities will be firmly aligned with the FFS organisation and community engagement.

413. **Roll out.** The capacity-building strategy for FFS master trainers will be a season-long process based on 2-3 week modules followed by 3-week breaks, and this sequence will be repeated throughout the growing season. The training course will take place over the course of a growing season or a complete cycle of the APFS focal activity, thus enabling the trainees to follow and understand the variations that occur over the different stages of crop development or throughout the cycle of the FFS activity in focus. In between the training modules, the FFS master trainers will train the FFS facilitators (TOF) on the basis of one-week modules over a complete agricultural growing season or cycle of the APFS activity in focus. After this training and before the second training module, the FFS/APFS master trainers,

supported by the FFS/APFS facilitator, will set up farmer field schools where they will put into practice the knowledge they have acquired in the training modules. The training modules will equip FFS master trainers with the skills to guide FFS activities in the field, to train frontline extension agents and FFS facilitators, and to monitor, evaluate and document FFS activities and results.

414. **Key Activity 1.2.3:** Support and further strengthen the existing FFSs and establishment of new ones.

415. **Expected output.** A network of strong FFS/APFS across the target provinces that is developing a strong production base and following a targeted and comprehensive curriculum of activities.

416. **Targeting.** The FFS/APFS will target all the identified farmers in the target communities, with particular emphasis on smallholder farmers, women and youth.

417. **Implementation modalities.** With regard to the formation of FFS/APFS learning groups, the service provider will take the lead in the process of identification and selection of potential beneficiaries of the project's FFS/APFS activities. Only in Bie province the FFS activities will be handled directly by IDA where such institutional capacities for implementation are already on the ground.

418. **Roll-out.** The process to set up and implement the project's FFS involves several stages, including community and social mobilisation to raise awareness, build support, introduce and clarify the project's objectives, introduce the FFS methodology and encourage community participation in the project. The process at this stage will help to identify key constraints and opportunities for agricultural development in the community and to define the focus of the FFS/APFS intervention. The findings from this phase will be used to guide the development of the project's FFS curriculum and will also provide the basis for the formation of FFS learning groups, each bringing together participants with a common concern. Each of these FFS/APFS learning groups will be supported with a start-up fund at the beginning of the first FFS/APFS learning cycle to enable the groups to purchase learning materials and agricultural inputs needed for field experiments and demonstrations.

419. The FFS/APFS learning group should have an average of 30 members and no more than 35 participants, otherwise the quality of the learning experience may be compromised. The membership of the FFS/APFS should be diverse, with a mix of men, women and young people who share the similar challenges on their farm, and should be in line with the quota set in the PDR. Members of the FFS/APFS learning group are selected and organised in the target community with the help of local authorities, and others are selected by cooperatives willing to implement FFS/APFS. This process is also used to identify and select community-based Facilitators.

420. Some of the selection criteria used for the validation of FFS/APFS learning groups are based on the following indicators: 1) common interest in farm production, 2) similar economic and social status to the other FFS/APFS members, 3) farming as the main source of livelihood, 4) willingness to work as a team and to receive technical assistance, 5) willingness to participate in all the sessions of the FFS/APFS learning cycle, 6) willingness to contribute to the expenses of the FFS/APFS and, 7) live within walking distance of the FFS/APFS learning site.

421. Other interventions in the process towards the establishment and subsequent roll-out of the project's FFS/APFS will largely be based on capacity-building activities to assist beneficiary farmers to acquire the knowledge, skills and competences needed for the adoption of good agriculture practices (GAP).

422. The capacity-building training will follow the growing season to take into account variations throughout the crop cycle and will comprise three learning cycles with a total duration of 24 months. The first learning cycle will cover food security, focusing on the cultivation techniques for the target crops; the second learning cycle will focus on crop

diversification, climate change and natural resource management; and the third learning cycle will introduce commercialisation and entrepreneurial skills, while promoting the sustainable use of natural resources.

423. In the remaining target municipalities, the FFS curriculum will be mainly crop-based, focusing on food security and also on productivity enhancement to further increase surplus production for the market, with a particular emphasis on cassava as the main staple and cash crop in all target provinces. FFS will also target other crops that are important in the project municipalities and that play a significant role for human nutrition, soil fertility improvement and as cash crops. These crops can be integrated as rotation crops and/or intercropped into the existing cropping system, which is currently dominated by cassava that is predominantly cultivated as a monocrop. Besides cassava, the project's main target crops include maize, sweet potatoes, cowpeas, beans, vegetables, fruits and rice, which is becoming an increasingly important crop in the target municipalities.

424. In target areas with a significant presence of cooperatives and farmer groups with the potential to develop entrepreneurial activities at the end of the FFS, the FFS agenda will include pilot demonstrations to promote market-oriented production. This will include demonstration of practices and technologies that positively impact agricultural production and productivity and have the potential to be replicated in other cooperatives and communities. These demonstration activities are described in detail in Key Activity 1.2.4

425. **Key Activity 1.2.4:** Demonstration of new and appropriate low-cost technology for productivity enhancement:

426. **Expected Output.** Establishment of pilot sites for demonstration of low-cost and appropriate production and post-production technologies.

427. **Target Group.** In addition to the rest of the activities under Sub Component 1.2, this activity is envisaged to take place at a limited number of pre-selected FFS sites and focus on new and appropriate technologies that can boost productivity and post-harvest handling results.

428. These demonstrations will introduce small-scale technologies selected based on the participatory planning process described in Sub Component 1.1. For example, tailored demonstrations can focus on: cassava post-production handling such as improved drying and soaking practices in Mexico, Lunda North and Lunda South, and techniques such as the use of shade-net houses in Bie and Northern Cuando Cubango.

429. These FFS pilot demonstrations will provide practical examples of the potential positive impact on productivity, production efficiencies and produce quality, leading to broader application and scaling of these technologies across other cooperatives and farming communities, improving overall agricultural efficiency and outputs.

430. Shade-net use demonstrations will be coupled with the introduction of suitable, high-yielding varieties of high-value commercial crops (tomatoes, peppers, cucumbers, etc.) and appropriate technologies and practices to be tested on the FFS plots and replicated in the shade nets. The aim is to demonstrate the potential of the shade net for a sustainable increase in production in order to generate surpluses for the market and to raise farmers' incomes. The project will also promote input and output market linkages to ensure sustainability when production takes place through shade nets

431. The investments and sophistication of the piloted technology for productivity enhancement will not permit such investment in every FFS and instead as part of Sub Component 1.1 one or two sites per municipality will be selected based on existing strong cooperatives or other forms of farmer groups that can take responsibility for the operation of the assets at the end of the FFS demonstration cycle.

432. To ensure that the hand-over of these assets is successful and their operations sustainable post-project exit, the interventions at FFS demonstration sites will begin with

targeted activities on institutional capacity building normally implemented under the 3rd cycle of the FFS.

433. Once the local farmer institutions have been strengthened, they will directly engage in the establishment of the pilot infrastructure, for which they are expected to contribute in kind by engaging in the construction activities.

434. Implementation modalities:

435. **The selection of the FFS demonstration pilots will be handled through the implementation of Sub-Component 1.1** where the existence of functioning farmer cooperatives or other forms of producer groups will be identified.

436. Upon the selection of 1 or 2 sites per municipality (refer to table below), the service provider identified to implement the FFS under Sub-Component 1.2 Activity 1 will take charge of implementing institutional capacity building activities in all provinces, except Bie where IDA will directly roll-out the FFS creation and strengthening.

437. **Private sector, suppliers of the new types of technologies** will be part of the team introducing these technologies to the farmers and be part of the introduction of the use as well as understanding of the costs and maintenance requirements. In addition, it is expected that such engagement will create the necessary supply chains for future replication and scaling locally.

438. The FFS service provider (and IDA in the case of Bie) will work in close **collaboration with the business plan development TA contracted under Sub-Component 2.1** who will be asked to, jointly with the farmer group, develop the business plans that details the cost of investment, operational costs and seasonal cash flows that will impact the financial performance.

439. This business plan will be the key to farmer understanding the implications and requirements of investing and managing such infrastructure and help to shape up the business plans developed under Sub-Component 2.1 in cases where private sector would like to replicate and scale such experiences (in Moxico, Bie and Northern Cuando Cubango).

440. In the case of the provinces only covered by Component 1, the business plan development will still be supported by the TA contracted for Component 2 but will during Phase 1 only serve as part of the understanding and capacity building.

441. **Roll-out.** The following roll-out is envisaged under Phase 1:

442. Province	443. Technology demo envisaged 444.	445. Number of Municipalities	446. Number of FFS demo sites per municipality	447. Total FFS demo sites per province
448. Northern Cuando Cubango	449. Shade-net houses	450. 3	451. 2	452. 6
453. Bie	454. Shade-net houses	455. 7	456. 2	457. 14
458. Moxico	459. Cassava primary processing	460. 7	461. 1	462. 7
463. Lunda Sul	464. Cassava primary processing 465.	466. 4	467. 1	468. 4
469. Lunda North	470. Cassava primary processing	472. 6	473. 1	474. 6

	471.			
475.	Total demo sites		476.	37

477.

478. Based on the 5 production and marketing system Typologies, provinces with less agriculture experience and lower production capacity will be the focus on Component 1 during Phase 1 and will benefit from demonstration in to be able to scale and replicate these investments under Component 2 during Phase 2 of the project.

479. In the provinces of Lunda Sul and Lunda North, the FFS demonstration pilots will focus on lower cost and value chain appropriate innovations. During the First Phase of the project the target farmers in these provinces will benefit from the value of demonstration and proof of concept. This will gradually build the capacity for operation and appetite for investment by private sector (farmer groups and MSMEs) that will be addressed in the Second Phase of the Project through the Financing mechanisms described in Sub-Component 2.1.

480. At the same time, provinces already covered by Component 2, such as Moxico, Bie and North Cuando Cubango are expected to lead in the private sector uptake and investment and demonstrate how agri-finance and business planning will lead to sustainable upscale and replication of these practices. Therefore, while the same approach with regards to FFS selection and capacity building for long-term sustainable management of assets will be created (including a business plan that details the cost of investment, operational costs and seasonal cash flows that will impact the financial performance of this investment) in these provinces the successful demonstration of the technology and its positive financial analysis will result in an appetite from farmer groups and MSMEs to invest in their own infrastructure, replicating these pilots.

481.

Sub Component 1.3: Supporting the San People through livelihood and forest management and conservation interventions (USD 1.45 million)

482. Objective: to enhance the resilience and livelihoods of the San hunter-gathers people by recognizing the value of their traditional knowledge in forest and land-scape conservation, involving them in management and sustainable use of forest areas, and supporting them in diversifying their livelihoods.

483. Outputs to be delivered: 715 San people have increased their security in access to land, have been trained in life skills (literacy, nutrition, health/sanitation) and their traditional knowledge has been integrated within modern practices for forest conservation; 20 San communities have received livelihood packages.

484. Targeting and outreach: The subcomponent will work with 20 groups of the San people hunter-gathers communities in Cuando Cubango and Moxico, who do not currently have recognised land-use rights to their ancestral landscapes and are vulnerable to displacement and the degradation of the forest ecosystems their livelihood depends on. There are a few NGOs that have supported the San people, but they have traditionally not been targeted by government development investment projects. In recent years the Ministry of Environment and GEF initiatives have been implementing smaller projects with them. The San people are also foreseen to be benefitting from the World Bank RECLIMA project that has recently started implementation. It will be ensured that PRODESA support is fully aligned and complementary to ongoing and planned support from others, including the Government, the World Bank, GEF, NGOs.

485. Activity 1.3.1: Consultation process the provincial governments of Cuando Cubango and Moxico, MINADER and the Geodesic and Cartographic Institute of Angola (GCIA) to identify forest areas important for landscape restoration with co-benefits for the conservation of water resources and wildlife. Discuss and agree on how these areas can be allocated as pilots to San groups eventually through the issuing of a "perpetual right of

useful customary domains” giving the groups the role of custodians and sustainable users of these areas sufficiently big to sustain their way-of-life.

486. Activity 1.3.2: Outreach campaign to leaders, organisations and groups of the San community to inform them about the project and give them the opportunity to express their interest in participating following Free, Prior, and Informed Consent (FPIC) principles and due process. This include documenting the process as well as the eventual consent to participate. In close consultation with them, 20 interested San groups will be selected to participate in the project. This will include some groups in the identified areas for the assignment of forest land to the groups for them to sustainably use and restore the ecosystems in the areas.

487.

488. **Activity 1.3.3:** Participatory community planning with each of 20 San groups ensuring that livelihood development needs and opportunities are identified through participatory methods adjusted to their culture and governance traditions. This process will be guided by FPIC principles and approaches leading to consent on the final plan on what they want to do with the PRODESA project. The participatory planning process will include:

- (1) mapping of their use of forest, water and biodiversity resources in the landscapes they live in;
- (2) assessments of threats and opportunities to their livelihoods including loss of habitat and hunting areas and resources;
- (3) regulatory barriers impacting their way-of-life and land-use tenure security;
- (4) opportunities for their participation in land-scape restoration and conservation of forest areas to enhance ecosystem resilience;
- (5) opportunities for livelihood diversification supporting their food security and nutrition and needs for training and capacity building and small equipment, tools and inputs;
- (6) Preparation and approval by the community of their community resilience and development plans including the activities PRODESA will support them in implementing.

489. **Activity 1.3.4:** Training and capacity building in areas of interest identified by the community groups in their community resilience and development plans such as literacy, nutrition, health and sanitation, climate change impacts on forest ecosystems and wildlife and adaptation and resilience building measures, agroforestry farming practices, ecotourism, etc.

490. **Activity 1.3.5:** Provision of small livelihood diversification packages in activities identified by the community groups in their community resilience and development plans. This may include equipment, tools and inputs for beekeeping, agroforestry, ecotourism pilots among others, providing alternative sustainable food security and nutrition sources respecting traditional practices.

491.

492. **Activity 1.3.6:** Piloting the assignment of forest land-use rights to nomadic groups and the development of forest and wildlife restoration and conservation plans eventually including non-timber forest income such as honey production and eco-tourism activities. This initiative recognizes the unique connection these communities have with the forest landscapes and seeks to empower them by formalizing their rights to manage and protect forest resources, that at the same time sustain their way-of-life and ensures resilient ecosystems services for neighbouring communities.

493.

494. **Implementation modalities:** This sub-component will be outsourced by IDA to an NGO competitively selected and with proven experience in working with the San people including managing FPIC processes and respecting their traditions and empowering their self-determination. The pilot assigning land-use rights to nomadic groups and implementing forest and wildlife restoration plans should be implemented in close collaboration with province authorities and the Ministry of Environment.

495. **Roll-out:** This subcomponent is only expected to start in project year 3 with the development of 10 Community Resilience and Development Plans followed by the development of 10 additional plans in project year 4. The pilot on forest restoration based on the assignment of user rights to the San people will also start in year 3.

496.

497.

4.2 COMPONENT 2: Improved Connectivity and Access to Markets (USD 22.05 million)

498. This component will address the needs of farmer cooperatives and agri-MSEs⁵ in priority value chains (sub-component 2.1) to build their entrepreneurial and business development and management capacities, allowing for improved access to markets and resulting in increased local income from agri-sales. This local business development will be further supported by targeted infrastructure improvements (sub-component 2.2) that remove bottlenecks related to connectivity, permitting for more efficient and effective produce offtake and subsequent reduction of post-harvest losses.

499. In Phase 1 of PRODESA, Component 2 will be rolled out in Moxico, Bie and North Cuando Cubango, there the target area Typologies suggest a stronger production and agribusiness base is already in place.

4.2.1 Sub-Component 2.1: Supply chain structuring and linkage to markets (USD 11.2 million)

500. **Outputs to be delivered.** This subcomponent is to strengthen the marketing capacities of smallholder farmers and cooperatives to engage and play an active role in select value and supply chains

501. The **target group (mainly C3)** are smallholder farmers and cooperatives, but also Micro and Small Agricultural Enterprises (Agri-MSEs⁽¹⁾) – with a broader benefit for all other market players within the targeted value and supply chains. The outreach will be gradually expanding, with the initial Phase 1 covering 3 provinces: Bié, Moxico and northern Cuando Cubango.

502. Considering the lack of maturity (formalisation and business management capacities), agricultural entrepreneurship, and weaknesses in technical support, the project will focus on the following **key activities**:

503.

504. **Key Activity 2.1.1:** Building business management and development capacities, as well as formalisation of business processes and business plans

505. **Key Activity 2.1.2:** Set-up of a two-tier co-financing mechanism targeting smallholders, cooperatives and Agri-MSEs

506. **Key Activity 2.1.3:** Facilitate access to agri-finance/credit

507.

508. **Implementation:** Sub-component 2.1 will count on a total of 3 core staff in the PIU:

509. x1 Access to finance and Agribusiness Manager (based in Luanda);

510. x2 Business Development Specialists (one for each of the targeted areas – based in the provinces, one for each of the areas).

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2. ⁵ Defined as per Angolan law: [Lei n.º 30/11 de 13 de setembro | Direito Angolano: Acesso Fácil e Gratuito com o LEX.AO](#)

511. In addition, PRODESA will require external service provision to ensure high quality TA in the areas of agri-business development, business planning, access to finance (and co-finance) etc. The delivery of these services will be done through the selection of a Business Development Services – Service Provider (BDS-SP) that will work under the supervision of the PIU and with close support from the IDA and EDA teams. (Details on implementation and draft technical ToRs for service providers and proposed processes are presented in the PIM Annex and the EFA as part of this package).

512. The PIU will work in close collaboration with the Provincial team of IDA, the EDA offices and the Provincial Directorate of Agriculture, Fisheries and Forestry.

513. **Prioritization of value/supply chains.** To ensure a structured and focused approach to the activities of Component 2, a shortlist of 3 macro-level categories were selected to be part of the project⁶. These are selected based on both an alignment with the key policies and initiatives related to agricultural growth in Angola but are also complemented and refined based on the findings of the design process of the PRODESA project.

514. Three macro-level categories have been identified and selected:

515. **Cereals & Tubers*:** Maize, Cassava; Wheat (only in specific municipalities)

516. **Legumes:** Beans (butter bean, black-eyed bean, kidney bean, etc.); Cowpea

517. **Horticulture:** Tomato, Onion, Garlic, Kale/Rape, Cabbage, Carrot, Pumpkin, etc.

518. *Depending on the area, and based on prioritization, there will also be consideration given to both (i) Irish and (ii) sweet potato – as these are high selling crops for certain specific localities (e.g. municipality of Chinguar, Bié).

519. This selection is based on a cross-provincial findings that evidenced farmers' readiness for more agri-preneurial activities, and the availability of the market systems for these three categories to absorb the outputs from component 1 supported farmers. At implementation stage additional province-specific market system analysis will be foreseen for each sub-market to solidify the understanding of market dynamics and how they play out in each targeted area.

520. **Key Activity 2.1.1:** Building business management and development capacities, as well as formalisation of business processes and business plans

521. The expected output of this sub-activity is the training, capacity building and technical assistance in business management, business formalization and business plans (appraisal/development/monitoring) - including supply management, understanding of market requirements, accounting, price and contract negotiation, market strategies, and support for obtaining land tenure security/certificates through local leaders (soba) or province governments to cooperatives and MSEs of the PRODESA project. This will target cooperatives (both mature and nascent) and micro & small enterprises (Agri-MSEs) - target group C3. The resulting pipeline of viable business plans will be the basis of the establishment and disbursement of agri-finance (under the 3rd set of activities below).

522. The Government of Angola has identified the need for incubation, service provision and technical assistance as a key element that will lead to the development of the agricultural sector. Smallholder farmers, cooperatives and Agri-MSEs require tailored, continuous,

1.

⁶ The selection of the shortlist of value chains (VCs) stems from a threefold analysis of both the socio-economic and agro-ecological situation of the provinces that PRODESA will be targeting under Component 2. Firstly, the design team undertook a series of on-field market analyses, engaging smallholders and cooperatives at field level, various private sector operators and visits to several marketplaces and trading sites. In second stance, in each of the provinces considered, an extensive joint validation (with IDA provincial delegations and the Provincial Directorate- of Agriculture, Livestock & Fisheries) of the findings was discussed with all provincial (*provincias*), municipality (*município*) and commune (*comuna*) representations, with consolidation and agreement on the core VCs with focal points from a diverse set of sectors (e.g. transport, planning, economic development, etc.). Lastly, these VCs were further discussed at central level, both with MinAGRIF and IDA, having also interacted with several relevant stakeholders, including a diverse range of financial institutions and multilateral partners.

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inclusive and goal-oriented BDS support to effectively participate in Angola's agricultural system transformation.

523. The above entails having a (i) high technical capacity to deliver of BDS and Business Coaching, (ii) a thorough knowledge of the rural market ecosystem and how this links to larger market systems, (iii) a business savviness and capacity to rapidly adapt and provide solutions that fit specific individual/group needs and (iv) the ability to deliver (at times) complex notions in a simple and clear manner to the end beneficiaries and partners.

524. **Core BDS and Business coaching elements.** The BDS and Business coaching, hereon merged into **BDS coaching**, will focus the following set of key thematic areas:

- Strategic planning
- Business development
- Market research and analysis
- Financial management (cash management, operating costs, etc.)
- Financial analysis and funding
- Marketing and acquisitions (business community networking, etc.)
- Client engagement and relationship building
- Sales
- Innovation and technology investments

525. The above themes will of course have to be tailored to a rural setting and adapted to the capacity of the end users/beneficiaries of the BDS Coaching. This means being able to simplify and translate concepts that are complex and conveying them to the targeted beneficiaries. The beneficiaries should be able to have a comprehensive understanding of the key concepts of market systems, developing an ability to see business opportunities and how these interplay with market dynamics.

526. Each beneficiary (individual or group) should reach a level of basic independence regarding setting clear goals and objectives for their business development, able to understand the full financial cycle of their operations and how these can lead to further potential growth. It should also equip PRODESA beneficiaries with a strengthened knowledge of the key operators in the market[10], how to engage them and how to secure structured market relations and position their efforts adequately within their identified value/supply chains. Last, they should gain knowledge of how to prepare and deliver business proposals, seek external support where needed, invest in assets that are central to the areas identified for improvement and innovative investments.

527. The PRODESA project will trial a different implementation modality that is based on a regular and continued BDS coaching support that is not merely based on an notional set of information, but is accompanied by an on-field support that encompasses all the key aspects of the beneficiaries business operations, through the entirety of the on- and off-farm space.

528. In this sense the support offered through the PRODESA project will encompass all phases of the business setup, business plan preparation, the business plan implementation, the monitoring and all the associated technical support needed to ensure the positive execution of planned activities – ensuring the financial viability of investments supported under Component 2.1 (see below Sub-Activity 2.1.2 and 2.1.3).

529. PRODESA will provide tailored assistance in the preparation of a business plan, however only cooperatives and MSEs with potential to present a financially viable business plan and that have all the necessary documentation[11] in place will be supported. Assistance will be provided for businesses and cooperatives to obtain the necessary legal documents.

530. The cooperatives and MSEs engaged by PRODESA will be encouraged to actively seek support from of the BDS coaching and services, allowing for a demand-driven process in which the project and the PIU respond to specific requests from the project beneficiaries in Bié, North Cuando Cubango and Moxico. Outcomes and lessons derived from the FFSS

activities implemented under Sub-Component 1.2 as well as from previous cooperatives and FFSSs which align with PRODESA objectives will be supported in the creation of viable business opportunities. It is foreseeable that a large part of the business proposals and funding will be linked to investments such as (i) animal traction, (ii) transport (e.g. three-wheeled motorbikes, 'kaleluías'), (iii) storage facilities, (iv) processing machinery (milling, etc.), (v) agricultural inputs, (vi) small-scale irrigation, (v) shade-nets, (vi) external service provision (one-off), etc. - as verified during the design mission and based on the discussions with communities, IDA, EDA, Provincial Government, private sector operators and other partners and stakeholders.

531. The project will deliver:

- A **BDS coaching manual/ training package** – to be delivered by the BDS service provider within the first six months of the contract alongside a clear schedule of business coaching visits (monthly) and monitoring/tracking for each of the beneficiaries targeted by the project (as per agreed targets from the AWPB);
- It will be important to align the targets with the typology of support needed, given (i) the different maturity of cooperatives and MSEs that will be supported, and (ii) the different timelines in which support will be provided, with some beneficiaries receiving first-stage support, whilst others may already be in full implementation mode and/or already moving into more independent business management.
- A **Business Plan elaboration package** – that outlines the timeframe and key activities required to: Discuss; Appraise; Elaborate; Submit; Approve; Implement; Accompany and Evaluate business plans supported through the PRODESA project
- This will require a clear map of the above tasks and procedures, with key indications of roles and responsibilities and the timeframes in which each activity of the business plan development and support will be delivered.
- The project will also have to elaborate a set of activities pre and post - business plan to ensure continued support and monitoring until PRODES project closure.
- A **reporting system (with associated templates) to track and report on progress** – both of targeted beneficiaries and the performance of the business plans. This should be done both on a monthly and quarterly basis (and/or based on internal PRODESA reporting timeframes).
- A **M&E and KM system** – to capture results and progress as they occur, providing lessons learned across all parts of the BDS-coaching cycle and focusing on quality rather than quantity of the achieved results.

532. Considering the vast beneficiary group and the complexity of this activity, the PRODESA project will seek external service provision from entities with experience in delivering the above activities, under the close supervision and guidance of the PIU and the dedicated staff of Component 2.1. The Service Provider (SP) will be selected through an open and competitive process, with the project actively seeking to share information on the call for proposals with a set of entities that already have experience in this field, and on delivering on these outputs in rural settings in Angola.

533. Draft ToRs for the BDS Service Provider have been elaborated in PIM Annex 3.

534. Sub-Activity 2.1.2: Set-up of a two-tier co-financing mechanism targeting smallholders, cooperatives and Agri-MSEs

535. Two-Tier Co-financing Mechanism (TTCFM)

536. Understanding the challenges smallholders, cooperatives and Agri-MSEs continue to face in Angola in regard to access to finance, the project will support the financing of two-tier (co-) financing mechanism in support of the project's beneficiaries, facilitating access to funds for investments that are linked to the training and business development under Activity 2.1.

537. **Objective.** The objective of the TTCFM mechanism is to improve the ability of smallholder farmers, cooperatives and Agri-MSEs/rural businesses to increase investments

and create value addition through market-oriented investments. Investments supported by the TTCFM will have a catalytic role, demonstrating the incremental returns that can be achieved through access to technical assistance (know-how), technology, inputs and markets. In addition, the TTCFM will catalyze interest and facilitate (pilot) access to commercial financing to address medium to longer term financial access constraints.

538. The TTCFM will support linkages between/among communities, value chain actors and large firms (anchor enterprises) through targeted investments for:

1. Acquisition of assets such as machinery, transport vehicles, storage units, processing facilities, new technologies, and other equipment, with the purpose to:
 - enable the provision of services to target communities;
 - improve productivity, enable processing, and generate additional income; and
 - have acceptable collateral for financial institutions.
2. Working capital to enable the financing of additional and improved inputs and operating costs of machinery and other assets.

539. Market failures often prevent cooperatives and Agri-MSEs in rural communities from accessing markets, and this requires a set of interventions that:

- enhance productivity and production; and
- increase access to finance for equipment and working capital.

540. To this end, the TTCFM seeks to create and strengthen market linkages which:

- Link communities/smallholders to value chains via investments to entrepreneurial individuals (such as local entrepreneurs, commercial farmers and/or MSMEs): In order to catalyze the business model where local entrepreneurs offer services and market opportunities to their communities and/or smallholders in their local areas, the TTCFM seeks to increase the number of people who are able to enter and participate actively in value chains supported by PRODESA.
- *Empower and integrate local communities and associations into value chains through support to community organizations:* The business plans will seek to strengthen cooperatives/Agri-MSEs to offer services and market opportunities to their members thereby increasing the number of people who are able to enter and participate actively in value chains supported by PRODESA.
- *Support cooperatives and Agri-MSEs to expand their participation in value chains supported by the PRODESA:* the TTCFM will support proposal preparation through the BDS-SP, where firms develop business plan proposals for the production, processing and commercialization of high-quality products and services with impact on rural households. Examples of activities that could be supported include acquisition of infrastructure, equipment, processing facilities, warehouses, cold storage facilities, animal-traction, transport etc. These investments would be co-financed by the target beneficiaries of the mechanism (cooperatives and Agri-MSEs).

23
542. TIER 1

543. Tier 1 is set up to respond to the more immediate/ smaller business plans that cooperatives would like to rapidly move into. To unlock first level potential investments, the project will offer a small co-financing option that allows for the purchasing of key assets that can improve the agricultural operations of cooperatives (and smallholder farmers).

544. This tier is conceived to offer a twofold response to the farmers' needs. On the one hand it will allow cooperatives to easily match the needed funds for the acquisition of small assets they have identified. On the other, it serves the purpose of getting farmers acquainted with a 'basic' funding stream, not only creating appetite for additional fund access, but also increasing their knowledge and understanding of their business operations and planning capacity through a lower-risk financing/grant window^[16].

545. The latter is considered critical for both the beneficiaries and the project will work closely with Government entities during the project to ensure the taking over on most of the core tasks by project closure - be this with the provincial IDA and EDA staff, the National Institute of Support for Micro, Small and Medium Enterprises (INAPEM⁷), and key line ministries (Min. Of Agriculture, Min. Of Industry & Commerce, etc.) as Government staff will have to closely accompany^[17] the activities of the BDS-SP.

546. **Targeting:** The target group of this Tier are: (i) Emerging Small Commercial Farmers (ESCFs) and (ii) Cooperatives (smallholder farmers).

547. **Values:** The funding will 'match' a values of USD 500 - 1,500

548. The ticket size of USD 200-1,500 was defined in line with small investment values (such as simple equipment showcased in the FFS activities under Sub-Component 1.2) that will be co-financed between the project and the borrower.

549. **Contribution percentage:** Beneficiaries will contribute 25% of the total financing need value^[18] related to the business plan. The remaining 75% will be covered by PRODESA.

550. This tier aims to support micro businesses, the total value of which is up to 7,500 USD. These businesses can develop an investment proposal that defines their 'financing needs' in terms of what they would like to further invest in and can apply to PRODESA for financing assistance within a 200-1,500 USD range. Based on that PRODESA will provide a grant that is the equivalent to 75% (USD 150-1,125) of the total that the business has requested. For example, if a small farming business is estimated to the value of USD 7,000 and the farmer would like to invest in a small irrigation system for which he/she needs USD 1000, PRODESA would provide a grant for USD 750 against a USD 250 provided by the farmer him/herself.

551. **Fundable category:** Considering the nature of Tier 1, funding will be allowed only for CapEx investments.

552. **Return on investment:** covering a minimum of 6 months, and a maximum of 2 years – given the nature and funding size of the window, and the desire to allow cooperatives to apply also for the second window within the PRODESA project's life.

1. _____

⁷ inapem.gov.ao

554.

555. It is important to note that all costs related to the PRODESA funding should be considered implemented, evaluated and finalized/justified within the lifespan of the project^[19].

556. **Outputs:** The Tier 1 funding has the objective of funding a total of:

557. 69 business plans – North Cuando Cubango

558. **XX** 154 business plans - Moxico

559. 154 business plans – Bié

560. Figure 1 below presents the flow of process and finds associated with Tier 1:

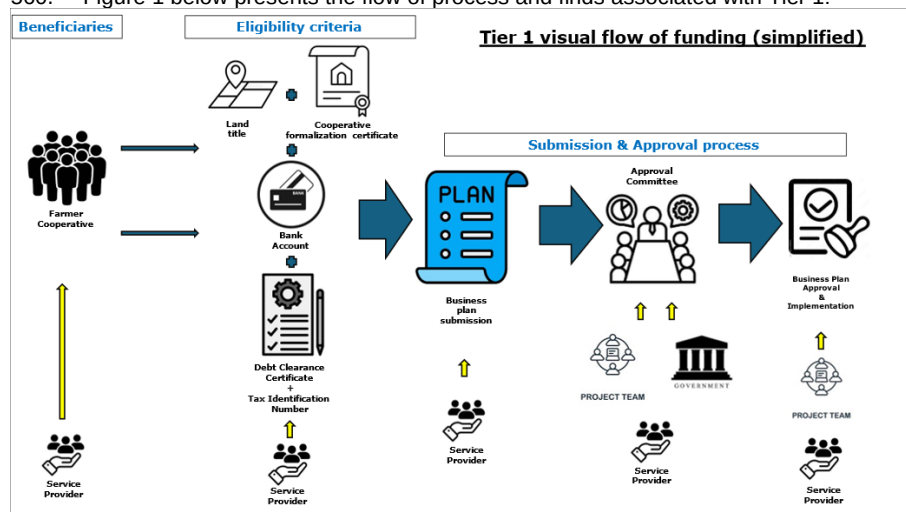


Figure 1: Tier 1 Flow of funds (simplified)

561.

563. TIER 2

564. Tier 2 is set up to respond to more elaborate business plans that relate to slightly larger investments than those in Tier 1. Business plans under this tier will target more mature business ideas, with proponents that already have a business savviness and have showcased a capacity to already engage in market-oriented investments in a structured manner (if supported with the adequate BDS coaching).

565. **Targeting:** The two target groups of this tier are: (i) Cooperatives (smallholder farmers), (iii) Agri-MSEs.

566. **Values:** The funding span will have a (total financing need) minimum value of USD 1,501, and a (total financing need) maximum value of USD 5,000.

567. The ticket size of USD 1,501-5,000 was defined based on larger investment needs for more sophisticated equipment or infrastructure, however, limiting the grant size in a way that allows for commercial agri-lending to come-in.

568. **Contribution percentage:** Beneficiaries will contribute 40%⁸ of the total financing need value related to the business plan. The remaining 60% will be covered by PRODESA.

569. This tier is aimed at larger investments, by small and medium sized companies whose business value is not larger than USD 25,000. These businesses can also present a request for financing that defines their 'financing needs' and describes what it is that they would like to invest in. Based on that PRODESA can give them 60% (USD 900-3,000) of request that is between a USD 1,501-5,000.

570. For example, if a medium size farm, whose business is estimated to be around USD 20,000 (and is thus eligible for assistance under this Tier) would like to invest in a small mill costing USD10,000. The business can turn to PRODESA and request assistance for a USD 5,000 cost-sharing grant, under the conditions of which PRODESA would provide a grant of USD 3,000 with USD 2,000 contributed by the business itself. With this capital of USD 5,000 and help from PRODESA in developing a bankable business plan and assisting access to commercial finance (described in Key Activity 2.1.4) the business can apply to financing institutions for the remaining USD 5,000 to invest in the USD 10,000 small mill.

571. Fundable category: Considering the nature of Tier 2, funding deriving from the PRODESA will be allowed only for CapEx investments and OpEx* costs.

572. *OpEx investments will be allowed to cover a maximum of 25% of the total value of the plan.

573. Outputs: The Tier 1 funding has the objective of funding a total of:

574. 46 business plans – North Cuando Cubango

575. 102 business plans - Moxico

576. 102 business plans – Bié

577. **Return on investment:** covering a minimum of 6 months, and a maximum 3 years^[20]. All costs related to the PRODESA funding should be considered implemented, evaluated and finalized/justified within the lifespan of the project^[21].

1.

⁸ All beneficiary contributions will be in cash. It is important to specify that PRODESA will not be involved in verifying the sources of the co-financing funds from the beneficiaries, as this will be of the sole responsibility of the applicant (though the project will ensure continued support from the inception phase too, verifying fund availability with the beneficiary/applicant).

26. PRODESA will also finance plan with both (i) Beneficiary and (ii) additional external funding: this will focus on larger business plans seeking external funding from other financial institutions. In this sense, Tier 2 of PRODESA will function as a catalyzer for blended financing from other financial institutions (and their instruments) to the benefit of the PRODESA beneficiaries.

27. Targeting: The two target groups remain (i) Cooperatives (smallholder farmers) and (ii) Agri-MSEs.

28. Values: The funding span will have the same (total financing need) minimum value of USD 1,501, and a (total financing need) maximum value of USD 5,000 – in support of business plans with total values or minimum 4,500 and for a maximum total value of USD 25,000.00 - for which a maximum value of USD 5,000^[221] or 1/3 (33.3%) of the total financing need value (for plans maxed at USD 15,000) can be funded under the PRODESA Tier 2.

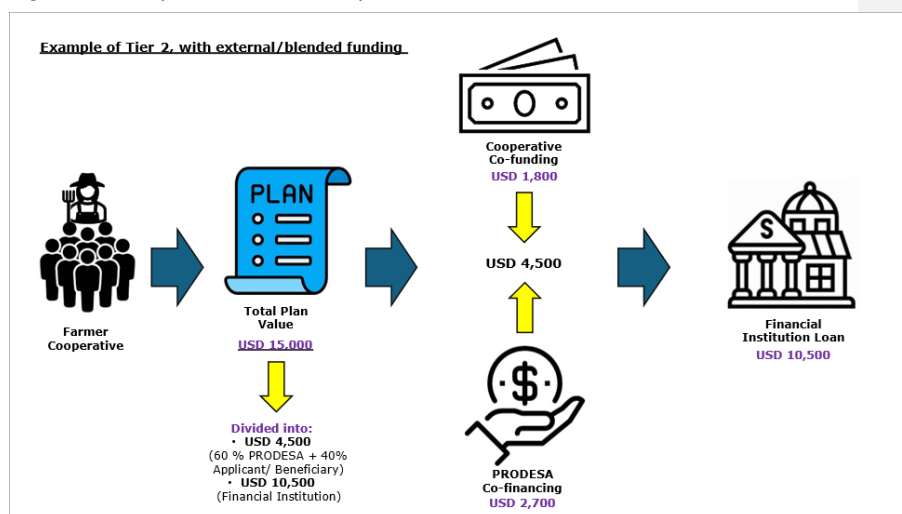
29. Fundable category: Considering the nature of Tier 2.2, funding deriving from the PRODESA will be allowed only for CapEx investments and OpEx* costs.

30. *OpEx investments will be allowed to cover a maximum of 25% of the total value of the plan that relates to the PRODESA funds (N.B. – 30% of the total plan value).

31. Additional values related to the remaining total of the business plan (70%) will be negotiated with the Financial Institution providing additional external funding.

578.

579. Figure 2 below presents the flow of process and finds associated with Tier 2:



580.

Figure 2: Tier 2 Flow of funds (simplified)

581. **Return on investment:** covering a minimum of 6 months, and a maximum 3 years. All costs related to the PRODESA funding should be considered implemented, evaluated and finalized/justified within the lifespan of the project^[23]. Investments that seek to have a longer duration than the one shared above (not preferable), will have to foresee planning around the aforementioned conditionalities, with the remaining funds fully associated with the Financial Institution selected.

582. **Outputs:** Tier 2 coupled with external funding (for North Cuando Cubango/Moxico and Bié) is captured in the total of both (i) the Tier 2 funding^[24] and (ii) the facilitated access to business plans with external financial institutions^[25].

583. In cases where external funds are required to top-up PRODESA funds in order to meet the full financing needs of the business, the external finding must be approved for the funds approved by PRODESA to be disbursed. The project will of course provide applicants with an official letter of pre-approval from PRODESA, that can be used in the presentation of the their business plan to external entities for additional financing (also mentioning that disbursement of funds, of the already approved financing under Tier 2, is simply pending the second approval from the second entity).

584. It is important to note that while business plans are defined in number across the two grouped areas, the project should exercise a degree of flexibility whereas requests from one area were to surpass those in another after MTR.

585. **Eligibility of funding categories.** The fundable items under Tier 1 and Tier 2 will consist of a combination of both Capital Expenditures (CapEx)^[12] and Operational Expenses (OPEX)^[13]. The two tiers are predominantly set up for CapEx expenses, with the intent of providing capital for a diverse set of investments (i.e. transportation, equipment, machinery, etc.). The two tiers will also cover a defined list of OpEx expenses in specific case for Selling, General and Administrative Expenses (SG&A^[14]) costs, and more broadly for Costs of Goods Sold (CoGS^[15]).

586. CapEx and OpEx costs are elaborated below:

- **For CapEx** (Tier 1 and Tier 2.1): the project will fund all CAPEX related investments for up to 100% of the total value of the request
 - These costs are mainly related to the purchasing of specific goods and services, based on a one-off investment purchase. Therefore, these are not to be considered in any way as recurrent costs.
 - No Human Resources costs (salaries) can be associated with CAPEX funding, hence labour services are not accounted for, unless linked to specific services (e.g. land preparation with tractors, labor for the construction of an asset for which funding is foreseen, etc.). This will be considered on a case-by-case basis, and only funded where deemed appropriate.
- **For OpEx** (only Tier 2.1 and 2.2):
 - The project will **not** cover key day-to-day expenses related to Human Resources (e.g. CoGS costs related to payroll/staff).

587. **On CoGS:** The project will be able to fund all types of direct costs related to the production of goods the smallholder, cooperative and/or SME are focusing on.

588. The funding for smallholders and cooperatives will be rendered as efficient as possible given the nature of the business plans they present, and their financing needs (low in value/rapidly implementable). Furthermore, PRODESA would need to develop a critical mass of bankable business plans to be considered by the project and also presented to financiers engaged under Key Activity 2.1.3.

589. **Eligibility criteria for business plan selection**

590. The TTCFM will require two sets of documentation: (i) for the presentation of the business plan, and (ii) for the disbursement of funds.

- 1) Documentation for business plan presentation:

591. 5 key criteria will be required for business plans to be considered for selection under the two PRODESA funding tiers. These are below listed:

- **Registration Certificate/ Formalization documentation)** confirming the GoA's registration and recognition of the entity (Cooperative and/or MSE);

Commented [J(11): 13.this doesn't make sense if we are to use project finance to leverage commercial lending

Commented [R(12R11): 14.The idea is that the project will approve and provide the beneficiary with confirmation of approval. As these funds will be linked to a larger financing need (and a business plan), once the other approval in confirmer, funds are disbursed. Again, open to discuss this and change if there is another more fluid option. I would just avoid the PRODESA disbursement occurring separately, and before the other approval.

Commented [J(13): 15.this sentence needs finishing...?

Commented [R(14R13): 16.corrected - it is already in the footnote, as it was related to labour

Commented [J(15): 17.I think this section can go into an Annex on BP development support

Commented [J(16): 18.I think in the case of 200USD grant this is an overkill so we need to simplify and make Tier 1 and Tier 2 requirements differ according to the business size and also if they require external funding or not and also depending on the nature of the investment they propose

- o **Cooperative certificate** - in the specific case of Cooperatives, this would require formalization at provincial level and (preferably) publication of the Cooperative's
 - o **Business license** (*alvará*) - only for Agri-MSEs
 - o **ID document** – for ESCFS
- **Bank account** (in the name of the Cooperative or MSE);
- **Tax Identification Number** (NIF - *Número de Identificação Fiscal*);
- Debt Clearance Certificate(s)
 - These are verifiable through the obtainment of a Debt Clearance Certificate(s) (e.g. *Certidão de Não Devedor*^[26] and/or *Certidão de Dívida Tributária* – through the appropriate channels).
 - Debts should be verified as clear/ non-pending with both public and private entities.
- **Land title** (in case of businesses that require land for their operations) - only for investments that foresee structures that are not mobile;
- 1) Documentation for business plan disbursement:
 - **Bank account** (in the name of the Cooperative or MSE);
 - **Proof of applicant's contribution**: co-financing funds confirmed by the PIU through a bank transfer slip;
 - **Procurement process outline** – as per business plan indications, with the associated quotations (and as per PRODESA procurement rules and regulations). Simplified for Tier 1 (e.g. presentation of quotations), and slightly more detailed for Tier 2 (as per business plan prepared).

592. Cooperatives and Agri-MSEs will be supported in the preparation of their business plans, and additional support will be provided where necessary to the formalization process mentioned above. Dedicated funds have been allocated in the budget^[27] and will be utilized on a case-by-case basis, in all three provinces targeted in Phase 1.

593. The overarching criteria for the business plans will follow the below factors of eligibility:

- **Financial Viability**: For the purpose of the PIM, financial viability is defined as the ability to generate returns on investment, i.e., income to cover/meet the operating costs and financial obligations of the business entity as well as to render profit and provide the potential for future growth.
 - o Applicants will have to clearly describe the technical and financial viability of the business as well as of the proposed investment.
- **Operational Sustainability**: The applicants must describe whether the business can maintain existing practices (as well as innovate and increase productivity) without placing future natural and social resources /investments at risk. The PRODESA PIU, through relevant focal points for this area, will evaluate also against the proposal's impact on both ecological and social resources.
- **Social and Environmental Sustainability**^[28]: The TTCFM incentivizes the adoption of new technologies to promote increased production/productivity/commercialization in an environmentally and socially sustainable way. Smart and resilient practices are of utmost importance to avoid continuing deforestation and land degradation that could jeopardize longer term sustainable production. TTCFM workflow and criteria for business plan approval.

594. Business plans will be submitted by the BDS-SP (under the supervision of the PIU) in batches and evaluated by an Approval Committee. Approved business plans will then be financed and monitored for progress.

595. Below is a general flow of how the process will function:

- **Step 1 – Business plan identification and preparation**^[29]: On a regular and continuous basis the BDS-SP will support Cooperatives/Agri-MSEs in the preparation of viable business plans.

596. This will be central to the identification of on-field opportunities to be supported, and to analyze the level of readiness for business plan preparation and submission. The BDS-SP plays an essential role in this sense, as does the PIU staff supervising the BDS-SP contract and its execution.

- **Step 2 – Presentation of Business Plan batches**: A batch of business plans are submitted to the PIU by the BDS-SP, for consideration by the Approval Committee^[30], upon agreement with PIU.
 - Business plans will be submitted on a quarterly basis (where needed), ideally managing joint submissions of business plans batches for a maximum of 2-4 Approval Committee sessions p/y.
- **Step 3 – Due Diligence**: The PIU will undertake a first screening of the business plans to verify the basic application requirements and validate them, compiling (with the BDS-SP) a list of eligible business plans that can be considered for submission to the Approval Committee. This to determine if there are any disqualifying factors and if there are any clear risks that need to be mitigated in the business plan prior to submission. Hence, it is important to note that this screening is not qualitative, but merely looking at the eligibility of plans for consideration by the Approval Committee, based on the criteria for submission.
- **Step 3 – Submission to Approval Committee**: The PIU will facilitate and coordinate with the BDS-SP to call for an Approval Committee meeting to evaluate the business plans submitted.
 - Plans will be analyzed and evaluated based on a matrix and/or system to facilitate the preparation of business plans. It is important to note that a number of IFAD projects have been using the RuralInvest⁹ (RIV) toolkit to facilitate the preparation of business plans, with a number of partners and projects already trained on the utilization of RIV. Below a basic matrix that could refer to a point system that the project can follow based on the RIV model, were this to be considered as a valid option for the PRODESA project to work with (or through the elaboration of a tailored matrix in the short TTCFM manual):

Criteria	Score (Max)	Project Standards
Background & Justification (Business description and structure)	TBC	TBC
Main Product(s) or Service(s)	TBC	TBC
Sales & Distribution	TBC	TBC
Supply Linkages	TBC	TBC
Competition Analysis	TBC	TBC
Pricing	TBC	TBC

Commented [J(17)]: 19.I would not use this Matrix - I would use RIV and budget based on financial performance, technical viability and risk mitigation, marketing strategy - all part of a standard RIV plan.

Commented [J(18)]: 20.this is where Rural Invest comes in to provide uniform structure and analysis across the board. This needs to be stipulated in the PIM or we will end-up with lack of clarity on the what a BP is and the financial analysis expected with regards to investments, cashflows and projected returns etc

1.

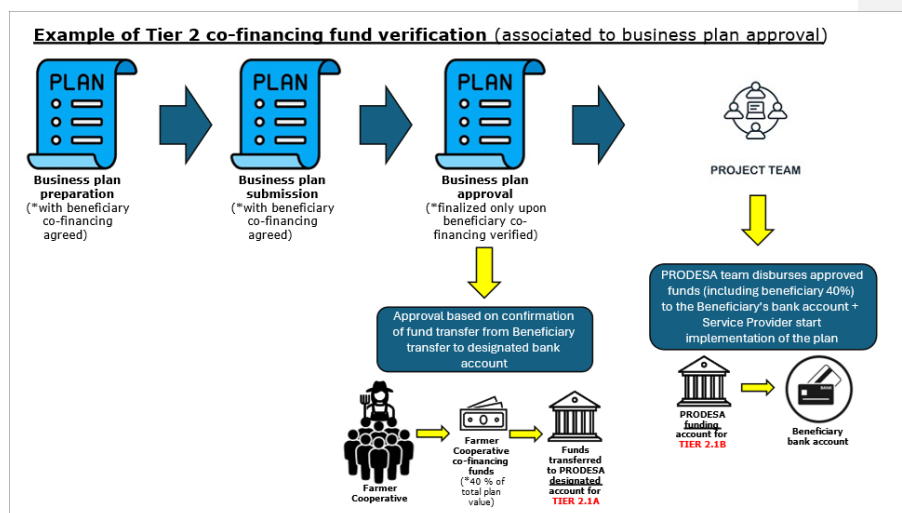
⁹ [RuralInvest | Food and Agriculture Organization of the United Nations](#) - now currently on the RIV20 software, which is open-source and works perfectly offline too.

Business Management	TBC	TBC
Technology	TBC	TBC
Technical Assistance & Training Requirements	TBC	TBC
Environmental Sustainability	TBC	TBC
Mitigation Measure Of Adverse Environmental Impact	TBC	TBC
Social Impact	TBC	TBC
Mitigation Measure Of Adverse Environmental Impact	TBC	TBC
Principal Assumptions & Risks	TBC	TBC
Possible Mitigation Strategies	TBC	TBC

597.

598. **Step 4 – Approval of plans and disbursement:** The Approval committee will finalize approval for plans that have scored above a (defined) threshold of the business plan scoring list (e.g. using RIV), and that have managed to confirm their co-participation in regard to the business plan funds.

599. Upon approval the PIU will proceed to ensure a disbursement of the funds within a period of no longer than 14 working days from the date of formal approval. Figure 3



600.

Figure 3: Example of Tier 2 co-financing funds in approval cycle

601.

- **Step 5 – Business plan implementation (contracting + procurement):** Implementation of the business plan is the responsibility of the applicant, under the supervision of the PIU and the technical support of the BDS-SP.

Commented [J(19): 21.] in my view this is too heavy and not necessary for the small businesses and amounts that we are dealing with here. Please consider removing an putting in place minimum requirements

- o Contracting: the PIU focal points for the TTCFM^[31] (in coordination with the BDS-SP and the Approval Committee) will set up a complete physical and electronic archive for each approved proposal and submit it to the PIU, in coordination with the PRODESA (i) Finance Management Manager, (ii) Procurement and Contracts Manager, (iii) Monitoring & Evaluation Manager, and all associated assistants.
 - Contracting is primarily the responsibility of the Sub-Component 2.1 leading staff, with support from the PIU (central and provincial) in ensuring communication with/feedback from the approved candidate. Standard contracts are used for each type of beneficiary and adapted as required to the specific project.
- o Procurement: All procurement of goods is the responsibility of the applicant. Applicants will follow the PRODESA procurement rules, or the PIU will elaborate a simplified procurement manual (where deemed necessary), to guide the procurement process for cooperatives and Agri-MSEs under the TTCFM.
- o Disbursement: This is of responsibility of the Sub-Component 2.1 lead staff, in close coordination with the PIU to ensure that all disbursement conditions are met.

602. It is important to note that the above is valid for both Tier 1 and Tier 2. In the case of Tier 2 with External Funding, the approval will follow the same process, but the business plan approval will serve the purpose of unlocking the additional funding of other financial institutions, hence serving as a 'confirmed availability of funds'. The ultimate responsibility of the plan will reside in the financial institution, but in coordination with the PRODESA PIU (and the BDS-SP).

603. Last, the team should elaborate a (short) TTCFM Manual in order to have a document that captures all the items described in this PIM section. This can be done by hiring an external service provision (where needed) and/or (preferably) can be elaborated internally by the team in the first 3-6 months of the project, following the guidelines here presented.

604. TTCFM fund flow structure

605. Designated business accounts will be created for each of the tiers, as follows:

606. TIER 1:

- Tier 1 account A à **T1A** à beneficiary contribution
- Tier 1 account B à **T1B** à PRODESA Tier 1 disbursing account

607. TIER 2:

- Tier 2 account A à **T2A** à beneficiary contribution
- Tier 2 account B à **T2B** à PRODESA Tier 1 disbursing account

608. The system is set up to allow for a multiplicity of tier management modalities for the PIU, based on the team's knowledge and capacity to manage the flow of funds (e.g. allowing for both the use of specific software, an excel/access cloud-based system, etc.).

- To share additional specifications a suggestion is made to associate a specific number to each plan (associated with the specific beneficiary).
 - o E.g.: For a business plan under Tier 1, a reference number (e.g. **001-T1A**) will refer to the fund transfer that captures the beneficiary contribution in Account A. The reference number **001-T1B** would then refer to the total value of the plan (with both the PRODESA and Beneficiary contribution), that is transferred to the beneficiary from Account B^[32].
 - o This is with the intention of having the team manage the transfers in the most administratively slim manner, having one account for incoming funds

(beneficiary contribution), and the other account for exiting funds (total business plan value).

- o The same would be foreseen for Tier 2.
- o All costs related to the transfers will be charged to the project^[33].

609. **Business plan implementation and monitoring.** Business plan implementation will be conducted under the overall supervision of the PIU and specifically of the team members associated with the workstreams of Component 2.1. The day-to-day accompaniment and general support will be under the responsibility of the BDS-SP, from implementation (i) start-up in coordination with the beneficiary, to continued (ii) monitoring and (iii) coaching, (iv) reporting on progress, (iv) final evaluation and (v) knowledge management in regard to results.

610. **Non-compliance with business plan.** This is exclusively linked to Tier 2. The PIU will have the responsibility to regularly monitor and follow up on the work of the BDS-SP.

611. The PIU will monitor the implementation of the contracts and summarize the progress into monthly and quarterly reports.

612. Information from the monitoring is used to support beneficiaries of TTCFM to make needed adjustments as required. The PIU and BDS-SP may identify needs for restructuring during the implementation and monitoring of ongoing/approved business plans, but in general no major restructuring should be allowed, unless truly justified. The two BDS Officers will provide support for the necessary follow up actions and recommend projects that need restructuring, in coordination with the BDS-SP. The following are acceptable reasons for restructuring:

- Oscillation of prices with regards to equipment or inputs from the time of the approved business plan;
- Natural or other disasters which could not be foreseen;
- Substantial change from proposal assumptions with regards to the external environment.

613. Restructured contracts must remain within the terms and conditions of the TTCFM, that should be outlined in the **Manual** by the PRODESA PIU and must all be agreed on also through official communication and permission of the Approval Committee.

614. The PIU will have to agree with IDA in regard to the actions allowed under GoA legislation for cases of non-compliance with the business plan, and how to either (i) recover assets and (ii) register strong non compliances with the TTCFM. The above said, the role of the PIU should always be to reduce the incidence of this type of situation, preferring a restructuring of the financing with the beneficiary and the reaching of a reasonable agreement to solve the problem that may occur – in coordination with the BDS-SP, the External Funds (where relevant) and the assigned GoA institutions.

615. **Alignment with other funding streams.** The PRODESA PIU will have to liaise attentively with the other ongoing projects in the country, especially those that will be implemented in the same provinces of PRODESA. Example of this is the Commercial Agriculture Development Project (PDAC - *Projecto de Desenvolvimento da Agricultura Familiar*^[34]) and the Angola Agricultural Transformation Project (MOSAP3^[35]), the upcoming AfDB project that will be designed for overlapping provinces of PRODESA as a parallel financing, and all other relevant projects that operate not only within the same provinces but also along similar workstreams as those of PRODESA, and more specifically for activities under Component 2.1.

616. Sub-Activity 2.1.3 (as per PDR): *Access to agri-finance/credit*

617. Engaging and negotiating with different financing mechanisms available in the country (e.g. FADA, FGC, Kixi Crédito, FACRA commercial banks, etc.) to extend their current offering to market-oriented farmers, cooperatives and Agri-MSEs (C3) in the project areas. The project,

jointly with the financed beneficiaries, will monitor business performance to guarantee optimal rates of repayment and establish a credible agri-business pipeline and disbursement mechanism, ready for scaling beyond the target areas.

618. Progressing from activities under 2.1.1 and 2.1.2^[1], PRODESA will support and facilitate access to agri-finance/ credit for (i) Cooperatives (smallholders) and (ii) MSEs. Borrowing from the concept of blended finance, the project will mobilise additional finance from other developmental financial institutions and commercial actors (public and private). In this specific case the blending will be time-bound and related to transactions under concessional terms (see Tier 1 and Tier), with the goal using the blended financing efforts as a catalyzer for both (i) the preparation and financing of other similar project through a critical mass of applicants (from the beneficiary pool of PRODESA), and (ii) catalysing the interest of other market players through the execution and demonstration of activities financed through the PRODESA project.

619. A total of **XX** business plans approved for external financing^[2] is foreseen for 2.1.3, subdivided per province as follows:

- **XX** for Moxico
- **XX** for North Cuando Cubango
- **XX** for Bié

620.

621. The **target group** of this sub-activity will be the same as Tier 2: (i) **Cooperatives** and (ii) **MSEs** - given the close linkage between the two sub-activities

622. It is therefore critical for the PRODESA project to support cooperatives and MSEs in preparing solid business plans that are viable and that can showcase the ability to manage large volumes of commercial capital^[3], hence attracting further interest by other market players.

623. In the specific case of Angola, there are a number opportunities that are present, and that are linked to public and private funds that PRODESA will seek to leverage into crowding in additional funds for its beneficiaries, whilst improving the linkages between the latter and these financial institutions.

624. Examples of this are:

- Agrarian Development Support Fund ([FADA](#) - *Fundo de Apoio ao Desenvolvimento Agrário*)
- Credit Guarantee Fund ([FGC](#) - *Fundo de Garantia de Crédito*)
- Angolan Venture Capital Active Fund ([FACRA](#) - *Fundo Activo De Capital De Risco Angolano*)
- [Kixi Crédito](#)
- Etc.

625. The above are specifically mentioned given their objective to support smallholder farmers, cooperatives, MSMEs and businesses in the agriculture sector, and more broadly actors the rural space.

626. More in detail, PRODESA foresees supporting access to agri-finance/credit through a variety of available windows and schemes. Among these, an example can be made making reference to the credit lines supported under FADA:

627. Credit directed to **production**^[4], specifically design for smallholders, small enterprises and cooperatives, and that responds to immediate cash liquidity.

628. Examples of this are the financing windows:

- [AgroJovem](#) (AgroYouth^[5]) – directed to youth for the acquisition of agricultural inputs, animals (also for reproduction, fattening, rearing, etc.) and to cover specific recurring labour costs linked to production
- [Crédito a Mulher Rural](#) (Credit for Rural Women^[6]) – designed specifically for the empowerment of women in rural areas, both individual or in cooperatives and/or associations (with minimum 70% women)
- [Crédito a Campanha Agrícola](#) (Credit for the Agricultural Season^[7]) – that supports the production needs for the starting phase of the production season
- [Crédito de Reforço a Tesouraria](#) (Supplementary Credit to Cashflow^[8]) – destined to short-term cashflow needs of MSEs and cooperatives in the acquisition of production input and management costs
- [Crédito de Apoio a Colheita](#) (Harvest Support Credit Credit^[9]) – destined to short-term cashflow needs for harvesting, including labour and acquisition/service provision of harvesting machinery and storage

629. Credit directed to transformation/processing and commercialization:

- [Crédito de Aquisição de Viaturas](#) (Vehicle Acquisition Credit^[10]) – which envisage supporting the transportation and distribution of produce
- [Crédito à Tesouraria para Compra da Produção](#) (Credit for Production Purchase Cashflow^[11]) – credit line in support of commercialization and sales

630. Credit for community savings groups:

- [Financiamento as Caixas Comunitárias](#) (Credit for Community Funds^[12]) – a credit line that seeks to create opportunities to accelerate the business opportunities for family agriculture across various value/supply chains

631. Credit for **investments**:

- [Crédito ao Investimento em Motocultivadores de até 20 HP e Implementos](#) (Credit for Investment in Motor Cultivators of up to 20 HP and Implements^[13])
- [Crédito ao Investimento em Micros Tractores entre 20 HP e 50 HP e Implementos](#) (Credit for Investment in Micro Tractors between 20 HP and 50 HP and Implements)
- [Crédito ao Investimento em Tractores de 50 HP a 90 HP e Implementos](#) (Credit for Investment in Tractors from 50 HP to 90 HP and Implements)

632. The above is a single example of many and serves the purpose of detailing the type of funds PRODESA will seek to leverage through its facilitated and concessional provision of funds to smallholders, cooperatives and MSEs.

633. The project is therefore full alignment with the beneficiaries of the FADA financing (and that of other similar financial institutions in Angola), as it targets the same beneficiary groups: (i) Cooperatives, (ii) Micro and Small Enterprises - and (iii) Traders.

634. In addition, there is a thematic alignment regarding both the targeting of specific vulnerable groups in the rural space (women and youth) and in regard to the typologies of fundable activities and focus, rendering the blending of finance easier in virtue of the continuity of objectives among partners.

635. In addition, under this activity PRODESA will actively support the:

636. **Formalisation and readiness of applicants.** The project will work to unlock the agri-preneurship potential of smallholder farmers, cooperatives and MSEs in the 3 provinces targeted, supporting then in their formalisation – thereby responding to one of the critical challenges financial institutions have faced in Angola, which relates to the lack of preparedness from applicants in regard to the obtainment of the basic documentation to meet the application criteria;

637. **Financial institution engagement and partnership brokering.** Facilitate negotiations and discussions with financial institutions (public and private) through a dedicated focal point in the project¹⁴⁴ – creating a direct bridge between the project and potential partner financiers. This is central to the success of this sub-activity, as it relies on PRODESA's ability to build a solid relationship with partner financial institutions, managing to structure a direct line of work that is linked to the project's beneficiaries. This will be a continuous effort across the full cycle of the project, also looking at gaps and opportunities to strengthen the partners' readiness to work and engage with PRODESA's beneficiaries with their existing organizational structure;

638. **Structured Business Plan preparation and submission.** Most entities do not have a countrywide footprint, and oftentimes rely on local government (including IDA and EDA) to support in the development of viable business plans. This has meant that the presentation of business plans does not always follow an organized timeline, hence not allowing for the desired critical mass of plans for consideration of the funds. Above all, a large number of plans are not well structured, and therefore carry a large cost (time and investment) for both the applicant and the receiving entity, as they do not meet the minimum conditions for consideration and/or are far from the quality needed for them to be approved;

639. **Business plan implementation and monitoring.** As per the above points, the lack of on-field presence also means that the implementation of the business plans often suffers from shifts in focus, which ultimately translate in a failure of the planned activities, and subsequently an inefficient use of the funds assigned to the investments that have been supported. In this sense, the support of the PRODESA team and the BDS-SP will allow for regular technical assistance and coaching of the beneficiaries. This also means tracking repayment schedules, ensuring the execution of activities as per the approved business plan, etc.

640. **Capacity development of market operators and Government.** The project also plays a critical role in regard to the training and capacity building of local staff at Government level, and within financial institutions, through the sharing of experiences and the collaboration that will be installed through the critical mass of projects deriving from the PRODESA beneficiaries. In this sense, PRODESA will also closely analyse and evaluate the current terms and conditions that relate to the financing windows offered, and to what effect they are responsive enough to the situation farmers, cooperatives and MSEs are in;

641. **De-risking clients for financial institutions.** PRODESA's (highly) concessional funds under Tier 2 serve the purpose of de-risking clients that are (theoretically) a higher risk for financial institutions. In addition, the broad support mechanisms provided to the PRODESA beneficiaries under Component 2.1 all serve as additional de-risking factors that are embedded in the continued TA and coaching provided to cooperatives and MSEs.

642. Under this activity, the PIU (Access to finance and agri-business manager and x2 BDS Officers) will work in close collaboration with the BDS-SP to ensure a solid pipeline of projects that will be submitted to prospective financial institutions, based on the quality of the plans and a relationship built with the latter partners – closely linked to PRODESA activities for the life of the project, and able to take over the work with cooperatives and MSEs upon project closure. For this, the success of 2.1.3 will be evaluated based on (i) the number of business plans support by PRODESA that have managed to obtain additional funding from external sources, (ii) the value of funds leveraged through the PRODESA supported plans, (iii) the successful execution and results registered under the supported plans.

643. Funding flow

644. Fund approval will follow the methodological flow presented for Tier 2 in 2.1.2, with the same bank accounts used for Tier 2.

645. Approval of plans is conditional to the prior approval from the external funding source, the entity that then is the main responsible for the monitoring of the business plan (in

accordance with the agreed contract with the cooperative and/or MSE). The PIU and the BDS-SP will provide additional support to the monitoring, accompaniment and coaching of the plans for the period of the project, regularly liaising with the financial institution linked to the funding – but, to all effects, all the financial responsibility linked to the credit/loan part of the business plan will be vested in the financial institution (e.g. repayment, asset recovery, renegotiation, etc.).

646. To facilitate approval the project will provide a confirmation of internal approval, to ensure the financial institution that the fund will be made available to the beneficiary/applicant – disbursement being linked to the financial institution's approval and commitment.

647. Last, all aspects related to monitoring and evaluation of the business plans will follow the criteria described under 2.1.2, with the additional element of carrying out activities in close collaboration with the other financing partners, ensuring a joint accompaniment of the business plan.ⁱ

Sub-Component 2.2: Public Investments in Market-Access Infrastructure (USD 10.85 million)

648. The primary objective of Subcomponent 2.2 is to enhance the productivity and market connectivity of smallholder farmers, cooperatives, micro and small enterprises (MSEs), and private sector operators by addressing critical infrastructure gaps in the agricultural value chain. By investing in market-access infrastructure, the project aims to reduce logistical costs, minimize post-harvest losses, and create a more resilient and sustainable market system. These infrastructure investments are strategically aligned with the priorities established in Subcomponent 2.1, ensuring a comprehensive approach to agricultural value chain development and fostering economic empowerment in rural communities.

649. Target Groups. The primary target beneficiaries of this subcomponent are: **Smallholder farmers:** Engaged in agricultural production and dependent on reliable market access for economic growth; **Cooperatives:** Operating at local levels to aggregate produce and ensure economies of scale, benefiting from improved infrastructure to access larger markets; **Micro and Small Enterprises (MSEs):** Involved in processing, trading, and logistics, needing enhanced connectivity and lower transportation costs to thrive; **Private Sector Operators:** Engaging in the agricultural value chain, including logistics companies, transport operators, and aggregators; **Communities, Municipalities, and Provinces:** Indirect beneficiaries that will experience enhanced economic opportunities and overall regional development through improved infrastructure and market access.

650. Key Activities. The key activities to be implemented under Subcomponent 2.2 are designed to directly address the infrastructure bottlenecks currently limiting the efficiency of the agricultural value chain. These activities include:

651. **Key Activity 1.** Upgrade and Expansion of Rural Roads:

652. **Expected Outcomes:** Enhanced road networks will reduce travel time, minimize transportation costs, lower the rate of post-harvest spoilage, and ensure that agricultural products reach markets in optimal condition. This, in turn, will improve farmers' income and market competitiveness.

653. The project will upgrade existing rural road networks, focusing on routes that are critical for transporting agricultural produce from farms to local and regional markets. Many of these roads are currently in poor condition, resulting in delays, increased transportation costs, and spoilage of perishable goods. Upgrading these roads will ensure that farmers can transport their goods more efficiently, improving the overall reliability of market access.

654. Road networks prioritized for upgrade will be selected based on strategic importance for agricultural connectivity, considering areas that have significant agricultural production but lack efficient transportation.

655. **Key Activity 2.** Construction of Fortified Small-Scale Bridges:

656. **Expected Outcomes:** Fortified small-scale bridges will enhance market access for isolated communities, ensuring that farmers can reliably transport goods regardless of weather conditions. This will contribute to reducing losses and boosting economic activity in rural areas.

657. In areas where natural barriers such as rivers, flood plains, and valleys impede transportation, the project will invest in the construction of small-scale wooden bridges or reinforce existing structures. These bridges will be strategically located to facilitate year-round transportation, especially during rainy seasons or flooding events, which can disrupt access to markets.

658. Areas with frequent transportation disruptions due to geographical challenges will be prioritized. The construction of fortified bridges will improve access to remote farming communities and ensure that these communities remain connected to markets throughout the year.

659. Implementation Modalities:

660. Project Implementation Unit (PIU): The PIU will be responsible for the overall coordination, management, and supervision of Subcomponent 2.2. This unit will ensure that infrastructure investments are aligned with the broader project objectives and delivered on time and within budget.

661. Institute for Agricultural Development (IDA): IDA will provide technical oversight and ensure that the infrastructure developed under this subcomponent meets the technical requirements and serves the agricultural value chain effectively.

662. Ministry of Agriculture and Fisheries (MinAGRIF): MinAGRIF will work closely with the PIU to ensure that infrastructure investments are in line with national agricultural policies and development strategies.

663. Ministry of Infrastructure and Ministry of Energy and Water: These ministries will collaborate to ensure that infrastructure projects (particularly road and bridge construction) are integrated into local development plans and are maintained sustainably.

664. Municipalities: Local municipalities will play a key role in the ongoing maintenance of infrastructure once the initial investments have been made. This will ensure the long-term sustainability of roads and bridges, keeping them operational year-round.

665. Contracting Service Providers: Service providers, including construction companies and technical experts, will be contracted to implement specific infrastructure projects. These service providers will be selected through a competitive bidding process, ensuring that high-quality work is delivered in accordance with the project's technical specifications. Additionally, service providers will work closely with local communities and municipalities to ensure that infrastructure is aligned with local needs and that local stakeholders are involved in maintenance plans.

666. Roll-out:

667. Monitoring: The PIU, in collaboration with IDA, will establish a monitoring framework to track the progress of infrastructure development. This will include periodic site visits, progress reports, and evaluations to ensure that construction is on schedule, within budget, and aligned with the technical standards outlined in the project plan.

668. Sustainability: Once the infrastructure has been completed, municipalities will be responsible for maintaining the roads and bridges as part of their routine maintenance schedules. The project will ensure that municipalities have the necessary training and resources to manage this responsibility, creating a sustainable system for ongoing infrastructure upkeep.

669.

4.3 COMPONENT 3: Institutional Strengthening, Policy Support and Implementation Support Services (USD 13.47 million)

670. This cross-cutting component is designed to support and enhance the technical aspects of the project, ensuring that all interventions are implemented effectively and efficiently. It acts as a bridge, facilitating communication and coordination among various technical teams and stakeholders. By addressing overarching issues and providing necessary resources and support, this component helps streamline processes and overcome potential barriers to implementation. It comprises two subcomponents, each focusing on specific areas to bolster the project's overall functionality and success. These subcomponents work together to ensure that the project's goals are met in a cohesive and integrated manner.

SUB-COMPONENT 3.1: Institutional Strengthening and Policy Support (USD 1.63 million)

671. The goal of this subcomponent is to enhance the capacity of institutions (both public and private sector, as well as community-based organizations) responsible for overseeing and implementing various Project activities.

672. Overall Target group and outreach: The target beneficiaries are the national and provincial level government agencies such as IDA and other project implementation partners that have direct responsibility to deliver the project results and implement the technical component activities.

673. Key activities under this intervention include:

674. **Key Activity 3.1: Building PMU Capacity for Effective Implementation:** The Project will support PMU staff to improve their skills in coordination, financial management, procurement, planning, monitoring and evaluation, and knowledge management.

675. **Expected output:** A series of targeted trainings will commence as soon as the PMU staff are recruited.

676.

677. Sub-activity 3.1.1 Enhancing IDA's Capacity for Agriculture Extension Services.

678. Sub-activity 3.1.1: Enhancing IDA's Capacity for Agriculture Extension Services

679. **Objective:** The project aims to address the current gap in effective extension services in the provinces of Cuando Cubango, Bie, Moxico, Lunda Sul, and Lunda Norte. The Institute for Agricultural Development (IDA) will identify personnel to be trained to support the implementation of agricultural extension services during and after the project period.

680. Implementation Modalities

681. 1. Personnel Identification and Selection

- **Responsibilities:**

- **IDA:** Identify and select personnel from the target provinces who will be trained as extension workers.
- **Criteria:** Selection based on qualifications, experience, and commitment to supporting agricultural development.

- **Timeline:** Months 1-2

682. 2. Training Program Development

- **Responsibilities:**

- **IDA:** Develop a comprehensive training program tailored to the needs of the selected personnel.

- **Content:** Training modules on modern agricultural practices, sustainable farming techniques, climate resilience, financial management, and community engagement.
 - **Timeline:** Months 3-4
683. **3. Training Delivery**
- **Responsibilities:**
 - **IDA:** Organize and deliver training sessions in collaboration with experienced trainers and agricultural experts.
 - **Methods:** Combination of classroom training, field demonstrations, and hands-on practice.
 - **Timeline:** Months 5-8
684. **4. Mentoring and Coaching**
- **Responsibilities:**
 - **IDA:** Provide ongoing mentoring and coaching to trained personnel to ensure they can effectively apply their new skills and knowledge.
 - **Support:** Regular check-ins, feedback sessions, and additional training as needed.
 - **Timeline:** Months 9-12
685. **5. On-the-Job Training**
- **Responsibilities:**
 - **IDA:** Facilitate on-the-job training opportunities for personnel to gain practical experience in delivering extension services.
 - **Activities:** Supervised fieldwork, community engagement, and implementation of agricultural practices.
 - **Timeline:** Months 13-18
686. **6. Monitoring and Evaluation**
- **Responsibilities:**
 - **IDA:** Monitor the progress and effectiveness of the training program and the performance of trained personnel.
 - **Methods:** Regular assessments, feedback from farmers and community members, and performance reviews.
 - **Timeline:** Ongoing throughout the project period
687. **Roll-out**
688. **1. Initial Roll-out Phase**
- **Provinces:** Cuando Cubango, Bie
 - **Activities:** Conduct initial training sessions, provide mentoring and coaching, and facilitate on-the-job training.
 - **Timeline:** Months 1-12
689. **2. Expansion Phase**
- **Provinces:** Moxico, Lunda Sul, Lunda Norte
 - **Activities:** Expand training and support activities to additional provinces, building on lessons learned from the initial roll-out phase.
 - **Timeline:** Months 13-24
690. **3. Full Implementation Phase**

- **All Provinces:** Ensure all selected personnel are fully trained and capable of delivering effective extension services across all target provinces.
- **Activities:** Continue mentoring, coaching, and on-the-job training, with a focus on sustainability and long-term impact.
- **Timeline:** Months 25-36

691. Expected Outcomes:

- **Enhanced Capacity:** Increased capacity of IDA to deliver effective agricultural extension services.
- **Improved Agricultural Practices:** Adoption of modern and sustainable farming techniques by farmers in the target provinces.
- **Increased Productivity:** Higher agricultural productivity and improved livelihoods for farmers.
- **Sustainable Development:** Long-term sustainability of agricultural extension services beyond the project period.

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694. Sub Activity 3.1.2: Providing Logistical Support for Effective Service Delivery

695. Logistical challenges at the provincial and municipal levels hinder the ability to reach target beneficiaries in communities. The Project will provide motorcycles for relevant provincial and municipal staff to facilitate service delivery to target beneficiaries.

696. **Objective:** To address logistical challenges at the provincial and municipal levels that hinder the ability to reach target beneficiaries in communities. The project will provide motorcycles for relevant provincial and municipal staff to facilitate service delivery to target beneficiaries.

Implementation Modalities

1. Needs Assessment

Responsibilities:

- **IDA:** Conduct a comprehensive needs assessment to identify the specific logistical challenges faced by provincial and municipal staff.
- **Activities:** Survey and consult with provincial and municipal staff to determine the number and type of motorcycles required.
- **Timeline:** Months 1-2
- **2. Procurement of Motorcycles**
- **Responsibilities:**
- **PMU:** Oversee the procurement process, ensuring compliance with procurement policies and procedures.
- **Activities:** Issue a Request for Proposals (RFP), evaluate bids, and select suppliers for the motorcycles.
- **Timeline:** Months 3-4

697. 3. Distribution of Motorcycles

Responsibilities:

- **PMU:** Coordinate the distribution of motorcycles to provincial and municipal staff.
- **Activities:** Develop a distribution plan, ensure proper documentation, and deliver motorcycles to the identified staff.
- **Timeline:** Months 5-6

698. 4. Training for Motorcycle Use and Maintenance

Responsibilities:

- **IDA:** Organize training sessions for provincial and municipal staff on the proper use and maintenance of motorcycles.
- **Activities:** Conduct training workshops, provide user manuals, and offer ongoing support for motorcycle maintenance.
- **Timeline:** Months 7-8

699. 5. Monitoring and Evaluation

Responsibilities:

- **IDA:** Monitor the use of motorcycles and evaluate their impact on service delivery.
- **Activities:** Regularly assess the effectiveness of the logistical support, gather feedback from staff, and make necessary adjustments.
- **Timeline:** Ongoing throughout the project period
- **Roll-out**

700. 1. Initial Roll-out Phase

- **Provinces:** Cuando Cubango, Bie
- **Activities:** Conduct needs assessment, procure and distribute motorcycles, and provide training for initial provinces.
- **Timeline:** Months 1-8

701. 2. Expansion Phase

- **Provinces:** Moxico, Lunda Sul, Lunda Norte
- **Activities:** Expand logistical support activities to additional provinces, building on lessons learned from the initial roll-out phase.
- **Timeline:** Months 9-16
- **3. Full Implementation Phase**

702. **All Provinces:** Ensure all relevant provincial and municipal staff in the target provinces have received motorcycles and training.

703. **Activities:** Continue monitoring and evaluation, provide ongoing support, and ensure sustainability of logistical support.

- **Timeline:** Months 17-24
- **Expected Outcomes:**
- **Improved Service Delivery:** Enhanced ability of provincial and municipal staff to reach target beneficiaries in communities.
- **Increased Mobility:** Greater mobility for staff, leading to more efficient and timely service delivery.
- **Enhanced Beneficiary Reach:** Increased access to services for target beneficiaries, leading to improved project outcomes.
- **Sustainable Support:** Long-term sustainability of logistical support beyond the project period.

704. Sub-activity 3.1.3: Improve the Capacity for Coherent Data Collection

- **Objective:** To enhance the capacity for coherent data collection among PRODESA implementing partners and field extension officers, ensuring accurate and harmonized data collection practices.
- **Implementation Modalities**
- **1. M&E Workshop/Training with PRODESA Implementing Partners**
- **Responsibilities:**
 - **PMU:** Organize and facilitate the workshop/training sessions.
 - **M&E Specialist:** Supervise the training and provide technical support.

- **Activities:**
 - **Validate Reporting Formats:** Review and validate the reporting formats to ensure they meet the project's requirements.
 - **Agree on Reporting Timelines:** Establish and agree on reporting timelines to ensure harmonization of all data collection methods.
- **Timeline:** Months 1-2
- **2. Training for Field Extension Officers on Data Collection of Output Indicators**
- **Responsibilities:**
 - **PMU:** Facilitate the training sessions.
 - **M&E Specialist:** Supervise the training and provide technical support.
- **Activities:**
 - **Training Content:** Focus on data collection of output indicators, emphasizing accuracy and minimizing the risk of data manipulation.
 - **Beneficiary Participation:** Involve beneficiaries at the grassroots level to enhance their capacity and foster accurate data collection practices.
- **Timeline:** Months 3-4
- **3. Provision of IT Equipment and Strengthening of the Existing Management Information System (MIS)**
- **Responsibilities:**
 - **PMU:** Oversee the procurement and distribution of IT equipment.
 - **MINAGRIF:** Collaborate with the national institute of statistics to strengthen the MIS.
- **Activities:**
 - **IT Equipment:** Provide computers and other necessary IT equipment to support data collection and management.
 - **MIS Enhancement:** Upgrade the existing MIS to handle larger volumes of data and improve data storage and retrieval processes.
 - **Training for MIS Users:** Conduct training sessions for all users and stakeholders of the MIS to ensure they can effectively use the system.
- **Timeline:** Months 5-8

705. Roll-out

- **1. Initial Roll-out Phase**
- **Provinces:** Cuando Cubango, Bie
- **Activities:** Conduct M&E workshops/training, provide training for field extension officers, and distribute IT equipment.
- **Timeline:** Months 1-8
- **2. Expansion Phase**
- **Provinces:** Moxico, Lunda Sul, Lunda Norte
- **Activities:** Expand data collection capacity-building activities to additional provinces, building on lessons learned from the initial roll-out phase.
- **Timeline:** Months 9-16
- **3. Full Implementation Phase**
- **All Provinces:** Ensure all relevant personnel in the target provinces have received training and IT equipment, and the MIS is fully operational.
- **Activities:** Continue monitoring and evaluation, provide ongoing support, and ensure sustainability of data collection practices.
- **Timeline:** Months 17-24

706. Expected Outcomes:

- **Enhanced Data Collection Capacity:** Improved capacity of PRODESA implementing partners and field extension officers to collect accurate and coherent data.
- **Harmonized Data Collection Methods:** Standardized reporting formats and timelines ensure consistency and reliability of data.

- **Improved Data Management:** Enhanced MIS supports efficient data storage, retrieval, and analysis.
- **Accurate and Reliable Data:** Accurate data collection practices minimize the risk of data manipulation and ensure reliable data for decision-making.
- **Empowered Beneficiaries:** Active participation of beneficiaries at the grassroots level enhances their capacity and involvement in the project.

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707. Sub Activity 3.5: Build capacity for identifying and addressing gender, youth and nutrition issues

708. In order to effectively achieve this objective, the PMU will be equipped with adequate knowledge and skills to conduct relevant nutrition analyses, identify entry points along the food value chains, design targeted interventions for the most nutritionally vulnerable and strengthen integration of gender and youth from a food system perspective. This will require preparation of guidelines and provision of training on nutrition/gender/youth sensitive approaches and have them institutionalised in all implementing agencies;

709. Implementation modalities

710. **Preparation of Guidelines:**
- Develop comprehensive guidelines on nutrition, gender, and youth-sensitive approaches.
 - Ensure these guidelines are tailored to the specific needs and contexts of the implementing agencies.
711. **Training Programs:**
- Organize workshops and training sessions for the PMU and implementing agencies.
 - Focus on building skills in nutrition analysis, identifying entry points in food value chains, and designing targeted interventions.
 - Include modules on integrating gender and youth perspectives into food systems.
712. **Institutionalization:**
- Embed the guidelines and training outcomes into the standard operating procedures of all implementing agencies.
 - Establish monitoring and evaluation frameworks to ensure adherence and measure impact.
713. **Capacity Building:**
- Provide continuous support and capacity-building opportunities for staff.
 - Encourage knowledge sharing and best practices through regular meetings and collaborative platforms.
714. **Stakeholder Engagement:**
- Involve key stakeholders, including community leaders, NGOs, and government bodies, in the planning and implementation process.
 - Ensure their input and feedback are incorporated to enhance the relevance and effectiveness of interventions.
715. **Resource Allocation:**
- Secure necessary resources, including funding, personnel, and materials, to support the roll-out.
 - Ensure transparent and efficient use of resources to maximize impact.

716.

717. Roll-out:

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719. Sub Activity 3.6: Training to raise awareness about climate change, its impacts on agriculture, and the importance of building climate change resilience in the sector

720. The Project will build capacity to access and utilize climate information and forecasts for decision-making to inform agriculture planning and management – Such data would be useful severally, including climate-resilient crops and soil management techniques.

721. Implementation modalities

722.

723. Roll-out:

i. Roll-Out Plan

724. Initial Assessment:

- a. Conduct a baseline assessment to understand the current capacity and needs of the PMU and implementing agencies regarding gender, youth, and nutrition issues.
- b. Identify key stakeholders and partners who will be involved in the roll-out process.

725. Development Phase:

- a. **Guideline Creation:** Develop detailed guidelines on nutrition, gender, and youth-sensitive approaches.
- b. **Training Materials:** Prepare training materials and resources tailored to the needs identified in the assessment.

726. Pilot Testing:

- a. Implement a pilot program in a select number of regions or agencies to test the guidelines and training materials.
- b. Collect feedback and make necessary adjustments to improve the effectiveness of the interventions.

727. Full-Scale Implementation:

- a. **Training Sessions:** Roll out comprehensive training programs across all implementing agencies.
- b. **Guideline Distribution:** Distribute the finalized guidelines to all relevant stakeholders and ensure they are integrated into standard operating procedures.

728. Monitoring and Evaluation:

- a. Establish a robust monitoring and evaluation framework to track the progress and impact of the interventions.
- b. Conduct regular reviews and assessments to ensure continuous improvement and adaptation of strategies.

729. Ongoing Support:

- a. Provide continuous capacity-building opportunities and support for staff.
- b. Facilitate knowledge sharing and best practices through regular meetings, workshops, and collaborative platforms.

730. Stakeholder Engagement:

- a. Maintain active engagement with all stakeholders throughout the roll-out process.
- b. Ensure their feedback and insights are incorporated to enhance the relevance and effectiveness of the interventions.

731.

732. **Key Activity 3.2: Support Identified Policy Areas:** The focus of this intervention is to facilitate the development, review, and update of policies and strategies critical for the effective and sustainable development of Angola's agriculture.

733. **Expected output:** The delivery of a series of public sector policies and their implementation mechanism that enable sector development, and in particular PRODESA delivery of its development goals.

734. The following specific areas of intervention are envisaged:

4.3.1 Specific Areas of Intervention

- 1. Policy Development and Review:**
 - a. Facilitate the creation of new policies that address current gaps in the agricultural sector.
 - b. Regularly review and update existing policies to ensure they remain relevant and effective.
- 2. Strategic Planning:**
 - a. Develop comprehensive strategies that align with national development goals and the objectives of PRODESA.
 - b. Ensure these strategies are inclusive, addressing the needs of all stakeholders, including smallholder farmers, women, and youth.
- 3. Capacity Building:**
 - a. Strengthen the capacity of public sector institutions to implement and monitor agricultural policies.
 - b. Provide training and resources to policymakers and implementers to enhance their skills and knowledge.
- 4. Stakeholder Engagement:**
 - a. Engage with a wide range of stakeholders, including government agencies, private sector, civil society, and international partners.
 - b. Facilitate dialogues and consultations to gather input and build consensus on policy directions.
- 5. Implementation Mechanisms:**
 - a. Develop clear and actionable implementation plans for each policy.
 - b. Establish monitoring and evaluation frameworks to track progress and impact.
- 6. Resource Mobilization:**
 - a. Identify and secure funding and other resources necessary for policy implementation.
 - b. Foster partnerships with international donors and development agencies to support policy initiatives.
- 7. Advocacy and Awareness:**
 - a. Promote awareness of new and updated policies among stakeholders and the general public.
 - b. Advocate for the adoption and support of these policies at all levels of government and society.

735.

736. Sub Activity 3.2.1: Formulation of a National Agricultural Extension System Strategy

737. Support to IDA for the formulation of a National Agricultural Extension System Strategy aims to boost agricultural productivity and improve farmers' livelihoods by providing essential knowledge, technologies, and support services. Key elements include strengthening Farmer Training Centers (FTCs), enhancing agricultural knowledge and information systems, offering client-oriented advisory services, developing market linkages and value chains, mainstreaming gender, youth, and nutrition, promoting sustainable agricultural practices, improving institutional coordination, building human resource capacity, and establishing monitoring and evaluation systems. These strategies collectively aim to transform subsistence farming into more commercialized and sustainable systems, contributing to food security and poverty reduction.

738. Roll-Out Plan for the National Agricultural Extension System Strategy

739. **Initial Assessment:**
- Conduct a baseline assessment to understand the current state of agricultural extension services and identify key gaps and needs.
 - Engage stakeholders, including farmers, extension workers, and policymakers, to gather input and ensure the strategy addresses their needs.
740. **Development Phase:**
- Strategy Formulation:** Develop a comprehensive strategy document outlining the key elements and objectives.
 - Resource Allocation:** Secure funding and resources necessary for the implementation of the strategy.
741. **Pilot Testing:**
- Implement pilot programs in select regions to test the effectiveness of the strategy components.
 - Collect feedback and make necessary adjustments to improve the strategy.
742. **Full-Scale Implementation:**
- Strengthening Farmer Training Centers (FTCs):** Upgrade facilities, provide training materials, and enhance the capacity of trainers.
 - Enhancing Agricultural Knowledge and Information Systems:** Develop and disseminate knowledge resources, including digital platforms and mobile applications.
 - Client-Oriented Advisory Services:** Establish advisory services that are responsive to the specific needs of farmers, including one-on-one consultations and group training sessions.
 - Market Linkages and Value Chains:** Facilitate connections between farmers and markets, and support the development of value chains to increase farmers' income.
 - Mainstreaming Gender, Youth, and Nutrition:** Ensure that all programs and services are inclusive and address the needs of women, youth, and nutritionally vulnerable populations.
 - Promoting Sustainable Agricultural Practices:** Encourage the adoption of environmentally friendly farming practices through training and incentives.
 - Improving Institutional Coordination:** Strengthen collaboration between different government agencies, NGOs, and private sector partners.
 - Building Human Resource Capacity:** Provide ongoing training and professional development opportunities for extension workers.
 - Establishing Monitoring and Evaluation Systems:** Develop a robust M&E framework to track progress and impact, and use data to inform continuous improvement.

Expected Outputs

743. **Enhanced Farmer Training Centers (FTCs):**
- Upgraded facilities and improved training programs that provide farmers with the latest knowledge and technologies.
744. **Improved Agricultural Knowledge and Information Systems:**
- Accessible and up-to-date information resources that help farmers make informed decisions.
745. **Effective Client-Oriented Advisory Services:**
- Tailored advisory services that meet the specific needs of farmers, leading to increased productivity and income.
746. **Strengthened Market Linkages and Value Chains:**

- a. Better market access and value chain development that enhance farmers' profitability.
- 747. **Inclusive Programs:**
 - a. Programs that effectively address the needs of women, youth, and nutritionally vulnerable populations.
- 748. **Sustainable Agricultural Practices:**
 - a. Increased adoption of sustainable farming practices that protect natural resources and improve resilience to climate change.
- 749. **Improved Institutional Coordination:**
 - a. Enhanced collaboration and coordination among stakeholders, leading to more efficient and effective service delivery.
- 750. **Skilled Extension Workforce:**
 - a. Extension workers with the knowledge and skills to support farmers effectively.
- 751. **Robust Monitoring and Evaluation Systems:**
 - a. Systems that provide valuable data and insights to guide continuous improvement and ensure the strategy's success.
- 752.
- 753. Sub Activity 3.2.2: Policy support on agri-logistics and infrastructure development
- 754. Infrastructure Development: Improving rural infrastructure such as roads, irrigation systems, and storage facilities to enhance productivity and market access.
- 755. To support Sub Activity 3.2.2, here are some detailed steps and considerations for policy support on agri-logistics and infrastructure development:
- 756. **Assessment and Planning:**
 - a. Conduct a comprehensive assessment of current rural infrastructure to identify key gaps and areas for improvement.
 - b. Develop a strategic plan prioritizing infrastructure projects based on their potential impact on productivity and market access.
- 757. **Road Infrastructure:**
 - a. Improve and expand rural road networks to facilitate easier and faster transportation of agricultural products.
 - b. Ensure roads are built to withstand local weather conditions and are maintained regularly.
- 758. **Irrigation Systems:**
 - a. Invest in modern and efficient irrigation systems to enhance water use efficiency and increase agricultural productivity.
 - b. Promote the adoption of sustainable irrigation practices that conserve water and protect the environment.
- 759. **Storage Facilities:**
 - a. Develop and upgrade storage facilities, including warehouses and cold storage, to reduce post-harvest losses and maintain the quality of agricultural products.
 - b. Implement proper management practices and technologies to ensure the effective use of storage facilities.
- 760. **Market Access:**
 - a. Improve infrastructure that connects rural areas to major markets, including transportation hubs and communication networks.

- b. Support the development of local markets and value chains to enhance farmers' access to buyers and fair prices.

761. Funding and Resources:

- a. Secure funding from government budgets, international donors, and private sector investments to support infrastructure projects.
- b. Ensure transparent and efficient use of resources to maximize the impact of investments.

762. Capacity Building:

- a. Provide training and technical assistance to local authorities and communities on infrastructure development and maintenance.
- b. Encourage community participation in planning and implementing infrastructure projects to ensure they meet local needs.

763. Monitoring and Evaluation:

- a. Establish a robust monitoring and evaluation framework to track the progress and impact of infrastructure projects.
- b. Use data and feedback to continuously improve infrastructure policies and practices.

764.

765. Policy Support on Agri-Logistics and Infrastructure Development

766. Assessment and Planning:

- a. Conduct a comprehensive assessment of current rural infrastructure, identifying key gaps and areas for improvement.
- b. Develop a strategic plan that prioritizes infrastructure projects based on their potential impact on productivity and market access.

767. Road Infrastructure:

- a. Improve and expand rural road networks to facilitate easier and faster transportation of agricultural products.
- b. Ensure roads are built to withstand local weather conditions and are maintained regularly.

768. Irrigation Systems:

- a. Invest in modern and efficient irrigation systems to enhance water use efficiency and increase agricultural productivity.
- b. Promote the adoption of sustainable irrigation practices that conserve water and protect the environment.

769. Storage Facilities:

- a. Develop and upgrade storage facilities, including warehouses and cold storage, to reduce post-harvest losses and maintain the quality of agricultural products.
- b. Implement proper management practices and technologies to ensure the effective use of storage facilities.

770. Market Access:

- a. Improve infrastructure that connects rural areas to major markets, including transportation hubs and communication networks.
- b. Support the development of local markets and value chains to enhance farmers' access to buyers and fair prices.

771. Funding and Resources:

- a. Secure funding from government budgets, international donors, and private sector investments to support infrastructure projects.
- b. Ensure transparent and efficient use of resources to maximize the impact of investments.

772. Capacity Building:

- a. Provide training and technical assistance to local authorities and communities on infrastructure development and maintenance.
- b. Encourage community participation in planning and implementing infrastructure projects to ensure they meet local needs.

773. Monitoring and Evaluation:

- a. Establish a robust monitoring and evaluation framework to track the progress and impact of infrastructure projects.
- b. Use data and feedback to continuously improve infrastructure policies and practices.

774.

775. Sub Activity 3.2.3: Access to Finance

776. Providing better access to credit and financial services for smallholder farmers to invest in modern farming techniques and equipment.

777. To support Sub Activity 3.2.3, here are some detailed steps and considerations for improving access to finance for smallholder farmers:

- 1. Assessment of Financial Needs:**
 - a. Conduct a thorough assessment to understand the specific financial needs and challenges faced by smallholder farmers.
 - b. Identify the types of credit and financial services that would be most beneficial for them.
- 2. Development of Financial Products:**
 - a. Collaborate with financial institutions to develop tailored financial products that meet the needs of smallholder farmers.
 - b. Ensure these products are accessible, affordable, and flexible, considering the seasonal nature of agriculture.
- 3. Capacity Building:**
 - a. Provide training and support to smallholder farmers on financial literacy and management.
 - b. Educate farmers on how to effectively use credit and financial services to invest in modern farming techniques and equipment.
- 4. Credit Guarantee Schemes:**
 - a. Establish credit guarantee schemes to reduce the risk for financial institutions and encourage them to lend to smallholder farmers.
 - b. Ensure these schemes are well-publicized and easily accessible to farmers.
- 5. Microfinance and Cooperative Models:**
 - a. Promote the use of microfinance institutions and agricultural cooperatives to provide financial services to smallholder farmers.
 - b. Support the formation and strengthening of farmer cooperatives to enhance their bargaining power and access to finance.

6. **Digital Financial Services:**
 - a. Leverage digital technologies to provide financial services, such as mobile banking and digital wallets, to farmers in remote areas.
 - b. Ensure farmers have access to the necessary infrastructure and training to use these digital services effectively.
7. **Policy and Regulatory Support:**
 - a. Advocate for policies and regulations that facilitate access to finance for smallholder farmers.
 - b. Work with government agencies to create an enabling environment for financial institutions to serve the agricultural sector.
8. **Monitoring and Evaluation:**
 - a. Establish a monitoring and evaluation framework to track the impact of financial services on smallholder farmers.
 - b. Use data and feedback to continuously improve financial products and services.

4.3.2 Outputs for Sub Activity 3.2.3: Access to Finance

1. **Comprehensive Financial Needs Assessment:**
 - a. Detailed understanding of the specific financial needs and challenges faced by smallholder farmers.
 - b. Identification of the most beneficial types of credit and financial services for these farmers.
2. **Tailored Financial Products:**
 - a. Development of accessible, affordable, and flexible financial products in collaboration with financial institutions.
 - b. Increased availability of credit and financial services that cater to the seasonal nature of agriculture.
3. **Enhanced Financial Literacy and Management Skills:**
 - a. Improved financial literacy and management skills among smallholder farmers through targeted training and support.
 - b. Better utilization of credit and financial services to invest in modern farming techniques and equipment.
4. **Credit Guarantee Schemes:**
 - a. Establishment of credit guarantee schemes that reduce the risk for financial institutions and encourage lending to smallholder farmers.
 - b. Increased awareness and accessibility of these schemes among farmers.
5. **Strengthened Microfinance and Cooperative Models:**
 - a. Promotion and support of microfinance institutions and agricultural cooperatives to provide financial services.
 - b. Enhanced bargaining power and access to finance for farmers through stronger cooperatives.
6. **Adoption of Digital Financial Services:**
 - a. Increased use of digital technologies, such as mobile banking and digital wallets, to provide financial services to farmers in remote areas.
 - b. Improved infrastructure and training to ensure effective use of digital financial services.
7. **Supportive Policy and Regulatory Environment:**
 - a. Advocacy for policies and regulations that facilitate access to finance for smallholder farmers.
 - b. Creation of an enabling environment for financial institutions to serve the agricultural sector.
8. **Robust Monitoring and Evaluation Framework:**
 - a. Establishment of a framework to track the impact of financial services on smallholder farmers.

- b. Continuous improvement of financial products and services based on data and feedback.

778.

779. Sub Activity 3.2.4: Land Tenure Security

780. Ensuring secure land tenure and property rights to encourage investment and sustainable land management practices.

781. To support Sub Activity 3.2.4, here are some detailed steps and considerations for ensuring secure land tenure and property rights:

782. **Legal Framework:**

- a. Review and update existing land tenure laws and regulations to ensure they provide clear and secure property rights.
- b. Develop new policies that address gaps and ambiguities in the current legal framework.

783. **Land Registration and Documentation:**

- a. Implement comprehensive land registration systems to document and formalize land ownership and usage rights.
- b. Provide accessible and affordable services for land registration, especially for smallholder farmers and marginalized communities.

784. **Public Awareness and Education:**

- a. Conduct awareness campaigns to educate landowners and communities about their land rights and the importance of land tenure security.
- b. Provide training on the legal processes involved in securing land tenure and resolving disputes.

785. **Dispute Resolution Mechanisms:**

- a. Establish effective and accessible mechanisms for resolving land disputes, such as local land tribunals or mediation services.
- b. Ensure these mechanisms are fair, transparent, and trusted by the community.

786. **Community Involvement:**

- a. Engage local communities in the process of land tenure reform to ensure their needs and perspectives are considered.
- b. Promote participatory approaches to land management and decision-making.

787. **Support for Vulnerable Groups:**

- a. Ensure that land tenure policies and programs specifically address the needs of vulnerable groups, such as women, youth, and indigenous peoples.
- b. Provide legal and financial support to help these groups secure their land rights.

788. **Monitoring and Evaluation:**

- a. Establish a monitoring and evaluation framework to track the implementation and impact of land tenure reforms.
- b. Use data and feedback to continuously improve land tenure policies and practices.

789. **Sustainable Land Management:**

- a. Promote sustainable land management practices that enhance the productivity and environmental health of the land.
- b. Encourage investment in land improvements by providing incentives and support for sustainable practices.

790. Expected Outputs for Sub Activity 3.2.4: Land Tenure Security

- 791. **Updated Legal Framework:**
 - a. Clear and secure property rights established through updated land tenure laws and regulations.
 - b. New policies developed to address gaps and ambiguities in the current legal framework.
- 792. **Comprehensive Land Registration and Documentation:**
 - a. Implementation of comprehensive land registration systems documenting and formalizing land ownership and usage rights.
 - b. Accessible and affordable land registration services provided, especially for smallholder farmers and marginalized communities.
- 793. **Increased Public Awareness and Education:**
 - a. Awareness campaigns conducted to educate landowners and communities about their land rights and the importance of land tenure security.
 - b. Training provided on the legal processes involved in securing land tenure and resolving disputes.
- 794. **Effective Dispute Resolution Mechanisms:**
 - a. Establishment of effective and accessible mechanisms for resolving land disputes, such as local land tribunals or mediation services.
 - b. Fair, transparent, and trusted dispute resolution mechanisms in place.
- 795. **Enhanced Community Involvement:**
 - a. Active engagement of local communities in the process of land tenure reform, ensuring their needs and perspectives are considered.
 - b. Promotion of participatory approaches to land management and decision-making.
- 796. **Support for Vulnerable Groups:**
 - a. Land tenure policies and programs specifically addressing the needs of vulnerable groups, such as women, youth, and indigenous peoples.
 - b. Legal and financial support provided to help these groups secure their land rights.
- 797. **Robust Monitoring and Evaluation Framework:**
 - a. Establishment of a monitoring and evaluation framework to track the implementation and impact of land tenure reforms.
 - b. Continuous improvement of land tenure policies and practices based on data and feedback.
- 798. **Promotion of Sustainable Land Management:**
 - a. Adoption of sustainable land management practices that enhance the productivity and environmental health of the land.
 - b. Increased investment in land improvements through incentives and support for sustainable practices.

799.

800. Sub Activity 3.2.5: Environmental Sustainability

801. Promoting practices that protect natural resources and biodiversity and mitigate the impacts of climate change.

802. Roll-out

803. To support Sub Activity 3.2.5, here are some detailed steps and considerations for promoting environmental sustainability in agriculture:

1. **Sustainable Farming Practices:**
 - a. Encourage the adoption of sustainable farming practices such as crop rotation, agroforestry, and conservation tillage.
 - b. Promote organic farming and the use of natural fertilizers and pest control methods to reduce chemical inputs.
2. **Soil and Water Conservation:**
 - a. Implement soil conservation techniques like terracing, contour plowing, and cover cropping to prevent erosion and maintain soil health.
 - b. Promote efficient water use practices, such as drip irrigation and rainwater harvesting, to conserve water resources.
3. **Biodiversity Protection:**
 - a. Support the conservation of local plant and animal species by promoting the use of diverse crop varieties and livestock breeds.
 - b. Establish and protect natural habitats and biodiversity corridors to support wildlife and ecosystem services.
4. **Climate-Smart Agriculture:**
 - a. Encourage practices that enhance resilience to climate change, such as drought-resistant crops and integrated pest management.
 - b. Promote the use of climate forecasting tools and early warning systems to help farmers plan and adapt to changing conditions.
5. **Renewable Energy:**
 - a. Support the adoption of renewable energy sources, such as solar and wind power, for agricultural operations.
 - b. Promote the use of energy-efficient technologies and practices to reduce greenhouse gas emissions.
6. **Waste Management:**
 - a. Implement waste management practices that reduce, reuse, and recycle agricultural waste.
 - b. Promote composting and the use of agricultural residues as bioenergy sources.
7. **Education and Awareness:**
 - a. Conduct training and awareness programs to educate farmers and communities about the importance of environmental sustainability.
 - b. Provide resources and support for the adoption of sustainable practices.
8. **Policy and Incentives:**
 - a. Advocate for policies that support environmental sustainability in agriculture, such as subsidies for sustainable practices and penalties for harmful activities.
 - b. Develop incentive programs to encourage farmers to adopt environmentally friendly practices.
9. **Monitoring and Evaluation:**
 - a. Establish a monitoring and evaluation framework to track the impact of sustainability initiatives.
 - b. Use data and feedback to continuously improve environmental practices and policies.

804.

805. Sub Activity 3.2.6: Nomadic Indigenous Peoples Land and Resource Rights

806. Secure access to lands and resources essential to the well-being and traditional ways of life of indigenous communities. This includes recognizing and protecting their land user rights link to their capacity to serve as custodians of forest and rangeland ecosystems and biodiversity.

807. To support Sub Activity 3.2.6, here are some detailed steps and considerations for securing land and resource rights for nomadic indigenous peoples:

1. **Legal Recognition:**
 - a. Advocate for the legal recognition of indigenous land and resource rights in national laws and policies.
 - b. Ensure that these rights are clearly defined and protected against encroachment and exploitation.
2. **Land Mapping and Registration:**
 - a. Conduct participatory land mapping exercises with indigenous communities to document their traditional territories and resource use areas.
 - b. Facilitate the formal registration of these lands to provide legal security and recognition.
3. **Community Involvement:**
 - a. Engage indigenous communities in the decision-making processes related to land and resource management.
 - b. Ensure their voices are heard and their knowledge and practices are respected and integrated into policy and management plans.
4. **Capacity Building:**
 - a. Provide training and resources to indigenous communities to strengthen their capacity to manage and protect their lands and resources.
 - b. Support the development of community-based organizations that can advocate for and defend their rights.
5. **Sustainable Land Management:**
 - a. Promote sustainable land and resource management practices that align with the traditional knowledge and practices of indigenous peoples.
 - b. Encourage the use of indigenous knowledge in biodiversity conservation and ecosystem management.
6. **Conflict Resolution:**
 - a. Establish mechanisms for resolving conflicts over land and resource use that are accessible and fair to indigenous communities.
 - b. Ensure these mechanisms are culturally appropriate and involve indigenous representatives.
7. **Policy and Advocacy:**
 - a. Advocate for policies that recognize and protect the land and resource rights of indigenous peoples at local, national, and international levels.
 - b. Work with government agencies, NGOs, and international organizations to promote the implementation of these policies.
8. **Monitoring and Evaluation:**
 - a. Develop a monitoring and evaluation framework to track the implementation and impact of land and resource rights initiatives.
 - b. Use data and feedback to continuously improve policies and practices.
9. **Awareness and Education:**
 - a. Raise awareness about the importance of indigenous land and resource rights among the general public and policymakers.
 - b. Educate stakeholders about the role of indigenous peoples in conserving biodiversity and managing ecosystems.

808. The PRODESA project, while primarily focused on agricultural extension, aligns with broader regional and continental goals such as those outlined in the Kampala Summit Declaration and the Comprehensive Africa Agriculture Development Programme (CAADP). These frameworks emphasize the importance of sustainable agricultural development, food security, and economic growth across Africa. By aligning with these ambitions, PRODESA aims to contribute to the overarching objectives of enhancing agricultural productivity, improving livelihoods, and fostering resilience against climate change.

809. Roll-Out Plan for PRODESA in Alignment with Kampala Summit Declaration and New CAADP Ambitions

810. Initial Assessment and Planning:

811. Alignment with Goals: Conduct a comprehensive assessment to align PRODESA's objectives with the goals of the Kampala Summit Declaration and CAADP.

812. Strategic Plan Development: Develop a strategic plan that integrates innovative agricultural practices, sustainable farming techniques, and rural development initiatives.

813. Stakeholder Engagement:

814. Collaboration: Engage with key stakeholders, including government agencies, local communities, NGOs, and international partners, to ensure broad support and collaboration.

815. Consultations: Facilitate dialogues and consultations to gather input and build consensus on the strategic direction.

816. Capacity Building:

817. Farmer Training Centers (FTCs): Strengthen FTCs and enhance agricultural knowledge and information systems.

818. Training Programs: Provide training and support to farmers on modern farming techniques, financial literacy, and sustainable practices.

819. Implementation of Innovative Practices:

820. Adoption of Technologies: Promote the adoption of innovative agricultural practices and technologies to boost productivity and resilience.

821. Market Linkages: Support the development of market linkages and value chains to enhance farmers' access to markets and increase their income.

822. Nutrition Integration:

823. Updating NAIP: Update the National Agricultural Investment Plan (NAIP) to a National Agri-Food Investment Plan, aligning it with national strategic agri-food transformation strategies.

824. Holistic Approach: Integrate nutrition into the agricultural development framework to improve dietary outcomes and overall health.

825. Tracking and Monitoring:

826. Mechanisms: Establish robust mechanisms for tracking and monitoring government contributions and project activities.

827. Transparency: Maintain detailed records and regular reporting to ensure transparency and accountability.

828. Policy and Regulatory Support:

829. Advocacy: Advocate for policies and regulations that support sustainable agricultural development, food security, and economic growth.

830. Enabling Environment: Work with government agencies to create an enabling environment for agricultural innovation and investment.

831. Monitoring and Evaluation:

832. Framework: Develop a monitoring and evaluation framework to track progress and impact.

833. Continuous Improvement: Use data and feedback to continuously improve project activities and outcomes.

4.3.3 Expected Outputs

1. **Initial Assessment and Planning:**
 - a. Conduct a comprehensive assessment to align PRODESA's objectives with the goals of the Kampala Summit Declaration and CAADP.
 - b. Develop a strategic plan that integrates innovative agricultural practices, sustainable farming techniques, and rural development initiatives.
2. **Stakeholder Engagement:**
 - a. Engage with key stakeholders, including government agencies, local communities, NGOs, and international partners, to ensure broad support and collaboration.
 - b. Facilitate dialogues and consultations to gather input and build consensus on the strategic direction.
3. **Capacity Building:**
 - a. Strengthen Farmer Training Centers (FTCs) and enhance agricultural knowledge and information systems.
 - b. Provide training and support to farmers on modern farming techniques, financial literacy, and sustainable practices.
4. **Implementation of Innovative Practices:**
 - a. Promote the adoption of innovative agricultural practices and technologies to boost productivity and resilience.
 - b. Support the development of market linkages and value chains to enhance farmers' access to markets and increase their income.
5. **Nutrition Integration:**
 - a. Update the National Agricultural Investment Plan (NAIP) to a National Agri-Food Investment Plan, aligning it with national strategic agri-food transformation strategies.
 - b. Integrate nutrition into the agricultural development framework to improve dietary outcomes and overall health.
6. **Tracking and Monitoring:**
 - a. Establish robust mechanisms for tracking and monitoring government contributions and project activities.
 - b. Maintain detailed records and regular reporting to ensure transparency and accountability.
7. **Policy and Regulatory Support:**
 - a. Advocate for policies and regulations that support sustainable agricultural development, food security, and economic growth.
 - b. Work with government agencies to create an enabling environment for agricultural innovation and investment.
8. **Monitoring and Evaluation:**
 - a. Develop a monitoring and evaluation framework to track progress and impact.
 - b. Use data and feedback to continuously improve project activities and outcomes.

4.3.4 Expected Outputs

1. **Enhanced Agricultural Productivity:**
 - a. Increased adoption of innovative agricultural practices and technologies, leading to higher productivity and resilience.
2. **Improved Livelihoods:**
 - a. Enhanced capacity of local farmers through training and support, resulting in improved livelihoods and income.
3. **Sustainable Farming Techniques:**

- a. Widespread adoption of sustainable farming techniques that protect natural resources and mitigate climate change impacts.
- 4. **Strengthened Market Linkages and Value Chains:**
 - a. Better market access and value chain development, increasing farmers' profitability and market opportunities.
- 5. **Integrated Nutrition Strategies:**
 - a. Updated NAIP to a National Agri-Food Investment Plan, ensuring a holistic approach to food security and nutrition.
 - b. Improved dietary outcomes and overall health in the communities served by the project.
- 6. **Transparent and Accountable Resource Use:**
 - a. Robust tracking and monitoring mechanisms ensuring transparency and accountability in the use of resources.
- 7. **Aligned National Strategies:**
 - a. Coherent and synergistic efforts with broader governmental policies and programs, maximizing the impact of agricultural development initiatives.

834.

PART 5 INSTITUTIONAL ARRANGMENTS

5.1 Organizational framework

5.2 Institutional arrangements and responsibilities

The organisation and management of the project is described in the following subcomponent, which is not part of the results framework but sets out the coordination and implementation arrangements of PRODESA:

Implementation Arrangements

5.2.1 Roll-Out Plan for Institutional arrangements

1. **Initial Set-Up:**
 - a. **Recruitment:** Hire a Project Manager with administrative and financial autonomy to lead the Project Implementation Unit (PMU).
 - b. **Formation of PMU:** Assemble a team of experts in agriculture, forestry, finance, and administration to form the PMU.
2. **Decentralized Structure Implementation:**
 - a. **National to Communal Levels:** Integrate project delivery systems into decentralized organizational structures from the national to communal levels.
 - b. **Provincial Project Management Units (PPIUs):** Establish PPIUs in each participating province, with a permanent representative appointed by the provincial government.
3. **Stakeholder Coordination:**
 - a. **Collaboration:** Coordinate with local governments, community organizations, international partners, and key stakeholders such as farmers' organizations, local NGOs, the private sector, and research institutions.
 - b. **Liaison Officer:** Appoint an IDA Focal Person from MINAGRIF staff as a Liaison Officer for PRODESA-related matters in Luanda.
4. **Capacity Building and Training:**
 - a. **Training Programs:** Provide training and capacity-building programs for PMU and PPIU staff, as well as for local stakeholders.
 - b. **Community Mobilization:** Engage in community mobilization efforts to ensure local participation and support.
5. **Implementation and Monitoring:**

- a. **Project Execution:** Implement project activities tailored to the specific needs and conditions of each level, from national to communal.
- b. **Monitoring and Evaluation:** Establish monitoring and evaluation frameworks to track progress and address any challenges promptly.

5.2.2 Expected Outputs

1. **Efficient Project Management:**
 - a. Enhanced efficiency and effectiveness of project implementation through a decentralized structure and empowered Project Manager.
2. **Strong PMU and PPIUs:**
 - a. Well-coordinated PMU and PPIUs with experts in relevant fields, ensuring comprehensive management of the project.
3. **Effective Stakeholder Collaboration:**
 - a. Strong collaboration with local governments, community organizations, international partners, and key stakeholders, leading to better project outcomes.
4. **Improved Local Capacity:**
 - a. Increased capacity at the provincial level through training and capacity-building programs, leading to more effective local project implementation.
5. **Enhanced Community Engagement:**
 - a. Active community participation and support, ensuring that project activities are responsive to local needs and conditions.
6. **Transparent and Accountable Management:**
 - a. Transparent and accountable management of project resources, with detailed records and regular reporting.
7. **Proximity to Beneficiaries:**
 - a. Improved project management by positioning the PMU close to the target beneficiaries, reducing monitoring-related costs, and enhancing local capacity.

835. Annual Supervision

836. Objective

837. The objective of the annual supervision for PRODESA is to ensure effective project implementation and increase the likelihood of achieving the target objectives. This involves assessing achievements, learning from experiences, and providing necessary implementation support to address any issues that may arise, thereby optimizing project performance and outcomes.

Roll-Out Plan for Annual Supervision

838. **Planning and Scheduling:**
 - a. **Annual Missions:** Schedule annual supervision missions to assess achievements, lessons learned, and provide implementation support.
 - b. **Additional Missions:** Field additional implementation support missions as needed, based on the extent and quality of implementation progress and emergent issues.
839. **Preparation of Terms of Reference (ToRs):**
 - a. **IFAD Country Director:** Prepare ToRs for the supervision missions, except for the Financial and Procurement Management consultants.
 - b. **IFAD Financial Management Division (FMD):** Prepare ToRs and recruit Financial Management and Procurement consultants for the missions.
840. **Mission Composition:**

- a. **Issue-Based Teams:** Form mission teams based on the specific issues identified for redress, ensuring the right expertise is included.
- 841. **Coordination with Financial Reporting:**
 - a. **AWPB Implementation Status:** Coordinate the timing of supervision missions with the status of Annual Work Plan and Budget (AWPB) implementation.
 - b. **Interim Financial Statements:** Align missions with the production of interim financial statements as per IFAD guidelines to measure progress at specific cut-off dates.
- 842. **Review and Adjustment:**
 - a. **Effectiveness Review:** Conduct reviews during missions to assess the effectiveness of implementation arrangements.
 - b. **Adjustments and Restructuring:** Recommend and implement adjustments or restructuring as needed to ensure optimum performance.

Expected Outputs

- 843. **Enhanced Project Implementation:**
 - a. Improved project implementation through regular assessment and timely support, addressing any issues that may arise.
- 844. **Effective Use of Resources:**
 - a. Efficient and effective use of resources through coordinated supervision and support missions.
- 845. **Timely Identification and Resolution of Issues:**
 - a. Prompt identification and resolution of implementation issues, minimizing potential negative impacts on the project.
- 846. **Improved Coordination and Communication:**
 - a. Enhanced coordination and communication between IFAD, GoA, and other stakeholders, ensuring alignment and synergy in project activities.
- 847. **Transparent and Accountable Management:**
 - a. Increased transparency and accountability in project management through regular monitoring and reporting.
- 848. **Optimized Performance:**
 - a. Continuous improvement and optimization of project performance through regular reviews and necessary adjustments.

849. .MTR

850. Objective of the Mid-Term Review (MTR)

851. The objective of the PRODESA Mid-Term Review (MTR) is to evaluate whether the project is on course to achieve its objectives. The MTR will identify any prevailing constraints and recommend necessary re-orientations to help the project get back on track to achieve its goals.

Roll-Out Plan for the MTR

- 852. **Preparation Phase:**
 - a. **Government Responsibility:** The government will take the lead in organizing the MTR, with the option to consult IFAD for facilitation, including the identification of consultants.
 - b. **Terms of Reference (ToRs):** Develop ToRs for the MTR, outlining the scope, objectives, and methodology.
- 853. **Consultant Selection:**
 - a. **Identification and Recruitment:** Identify and recruit consultants with expertise in project evaluation, agricultural development, and related fields.
- 854. **Data Collection and Analysis:**
 - a. **Field Visits:** Conduct field visits to gather data and insights from project sites.

- b. **Stakeholder Consultations:** Engage with key stakeholders, including project beneficiaries, local authorities, and implementing partners, to collect qualitative and quantitative data.
- 855. **Evaluation and Reporting:**
 - a. **Assessment:** Evaluate the project's progress against its objectives, identifying achievements, constraints, and areas needing improvement.
 - b. **Drafting Reports:** Prepare the MTR report using the IFAD template, detailing findings and recommendations.
- 856. **Review and Validation:**
 - a. **Stakeholder Review:** Share the draft MTR report with stakeholders for feedback and validation.
 - b. **Finalization:** Incorporate feedback and finalize the MTR report.
- 857. **Implementation of Recommendations:**
 - a. **Action Plan:** Develop an action plan to implement the MTR recommendations, including any necessary project restructuring.
 - b. **Revised Documents:** Update the Project Design Report (PDR), budget, and Project Implementation Manual (PIM) as needed.

Expected Outputs

- 858. **Aide Memoire:**
 - a. A summary document highlighting the key findings and recommendations of the MTR.
- 859. **MTR Report:**
 - a. A comprehensive report, using the IFAD template, detailing the findings, constraints, and recommendations for the way forward.
- 860. **Revised Project Design Report (PDR):**
 - a. An updated PDR reflecting any necessary restructuring of the project based on the MTR recommendations.
- 861. **Detailed Project Closure Plan:**
 - a. A plan outlining the steps for project closure, ensuring a smooth transition and sustainability of project outcomes.
- 862. **Revised Budget:**
 - a. An updated budget guiding the utilization of the remaining funds, ensuring alignment with the revised project plan.
- 863. **Updated Project Implementation Manual (PIM):**
 - a. An updated PIM incorporating the changes recommended by the MTR, ensuring clear guidance for project implementation.

864. Project completion

865. Objective of the Project Completion Review (PCR)

866. The objective of the Project Completion Review (PCR) is to promote accountability, reflect on performance, and elicit lessons learned to inform future program/project design. The PCR aims to define an appropriate post-project strategy and identify opportunities for scaling up best practices. This process will be used by both IFAD and the Government of Angola (GoA) to improve future program/project design and implementation.

Roll-Out Plan for the PCR

- 867. **Preparation Phase:**
 - a. **Recruitment of Completion Review Team:** About six months before the planned start of the completion review mission, IFAD will identify and recruit the members of the Completion Review Team. This will be done in liaison with GoA, agreeing on the composition and expertise required during the last supervision mission.

- b. **Terms of Reference (ToRs):** Develop ToRs for the Completion Review Team, outlining the scope, objectives, and methodology of the PCR.
- 868. **Beneficiary Impact Assessment (BIA)/End-line Survey:**
 - a. **Data Collection:** Conduct a BIA/End-line Survey to gather data on the impact of the project on beneficiaries.
 - b. **Stakeholder Engagement:** Engage with project beneficiaries, local authorities, and other stakeholders to collect qualitative and quantitative data.
- 869. **Project Completion Report Preparation:**
 - a. **Evaluation:** Evaluate the project's performance against its objectives, identifying achievements, constraints, and lessons learned.
 - b. **Drafting Reports:** Prepare the Project Completion Report, detailing the findings and recommendations for the way forward.
- 870. **Review and Validation:**
 - a. **Stakeholder Review:** Share the draft PCR with stakeholders for feedback and validation.
 - b. **Finalization:** Incorporate feedback and finalize the PCR.
- 871. **Post-Project Strategy Development:**
 - a. **Action Plan:** Develop an action plan for post-project activities, ensuring sustainability and scaling up of best practices.
 - b. **Revised Documents:** Update any necessary project documents, including the Project Design Report (PDR) and Project Implementation Manual (PIM), based on the PCR recommendations.

Expected Outputs

- 872. **Aide Memoire:**
 - a. A summary document highlighting the key findings and recommendations of the PCR.
- 873. **Project Completion Report (PCR):**
 - a. A comprehensive report detailing the project's performance, achievements, constraints, and lessons learned, using the IFAD template.
- 874. **Revised Project Design Report (PDR):**
 - a. An updated PDR reflecting any necessary adjustments based on the PCR recommendations.
- 875. **Detailed Project Closure Plan:**
 - a. A plan outlining the steps for project closure, ensuring a smooth transition and sustainability of project outcomes.
- 876. **Revised Budget:**
 - a. An updated budget guiding the utilization of any remaining funds, ensuring alignment with the revised project plan.
- 877. **Updated Project Implementation Manual (PIM):**
 - a. An updated PIM incorporating the changes recommended by the PCR, providing clear guidance for future project implementation.

PART 6 PROJECT PROCEDURES

6.1 Planning and AWPB development

879. Objective of Project Procedures: Planning and AWPB Development

880. The objective of the planning and Annual Work Plan and Budget (AWPB) development process for PRODESA is to ensure effective implementation, operational control, and annual monitoring and evaluation of the project's physical and financial progress. This process aims to align with the Government of Angola's (GoA) planning and budgeting cycle, utilizing a bottom-up participatory approach to ensure that the needs and priorities of participating municipalities and provinces are adequately addressed.

Roll-Out Plan for Planning and AWPB Development

- 881. **Initial Preparation:**
 - a. **Start-Up Revision:** Revise the AWPB for the first year based on the Project Design Report (PDR) and its annexes.
 - b. **Coordination:** The Monitoring and Evaluation Officer within the National PMU will lead and coordinate the planning processes.
- 882. **Participatory Planning Process:**
 - a. **Bottom-Up Approach:** Implement a bottom-up participatory planning process involving municipalities and provinces.
 - b. **Stakeholder Engagement:** Engage local stakeholders to gather input and ensure their needs and priorities are reflected in the AWPB.
- 883. **AWPB Development:**
 - a. **Preparation:** Prepare the AWPB as a key instrument for implementation, operational control, and annual monitoring and evaluation.
 - b. **Consolidation:** Consolidate the inputs from various levels into a comprehensive AWPB.
- 884. **Approval and Implementation:**
 - a. **Approval:** Obtain approval for the AWPB, ensuring it is the only mechanism through which PRODESA's resources are spent.
 - b. **Implementation:** Implement the approved AWPB, ensuring alignment with the overall project goals and objectives.
- 885. **Annual Review and Adjustment:**
 - a. **Monitoring and Evaluation:** Conduct annual monitoring and evaluation to assess progress and identify areas for improvement.
 - b. **Adjustments:** Make necessary adjustments to the AWPB based on recommendations from joint IFAD-GoA supervision missions.

Expected Outputs

- 886. **Revised First-Year AWPB:**
 - a. A revised AWPB for the first year, based on the PDR and its annexes, ensuring a solid foundation for project implementation.
- 887. **Comprehensive AWPBs:**
 - a. Annual AWPBs developed through a participatory process, reflecting the needs and priorities of municipalities and provinces.
- 888. **Effective Resource Allocation:**
 - a. Efficient and effective allocation of resources through the approved AWPB, ensuring alignment with project objectives.
- 889. **Enhanced Stakeholder Engagement:**
 - a. Active involvement of local stakeholders in the planning process, leading to more relevant and responsive project activities.
- 890. **Improved Monitoring and Evaluation:**

- a. Robust monitoring and evaluation frameworks in place to track progress and inform necessary adjustments.

891. **Adaptive Management:**

- a. Flexibility to adjust the AWPB based on annual reviews and recommendations, ensuring continuous improvement and alignment with project goals.

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PART 7 M&E and KM

7.1 Monitoring and evaluation system

894. Monitoring and Evaluation System (M&E System). PRODESA will develop a M&E system aligned with IFAD and the Government of Angola requirements. The system will generate timely and accurate information as a basis for reporting and accountability at different levels, decision-making and adaptive management of the project. The system should help to improve accountability of the Project Coordinator to the Lead Implementing Agency (the Institute of Agricultural Development – IDA), the IDA to higher Government structures, and helps IFAD corporate reporting on the Development Effectiveness. Further, the system should facilitate the Project Manager to adapt the AWPB from year to year, the lead agency to Propose adjustments at MTR and Mainstream successful interventions, and IFAD to adapt country and global portfolio.

895. In particular, the M&E system will: (i) collect, process, analyse and update information on Project outputs, outcomes and impact; (ii) support the PMU and the Steering Committee in planning and making informed decisions on PRODESA strategies and actions; (iii) maintain and strengthen strategic partnerships with stakeholders; and (iv) create opportunities for learning and sharing results.

896. The four main documents that will guide PRODESA M&E System are:

1. The Theory of change (ToC), which provides a comprehensive description and illustration of how and why the desired changes are expected to happen in the context of rural Angola.
2. The Logical Framework (LF), which offers an overview of the Project's goal, outcomes and outputs, and enables to track progress against expected results on a selection of key indicators
3. The Results Framework (RF), which lays out all the indicators to be collected by the Project's M&E system, including those not presented in the LF.
4. The AWPB, which sets management priorities for the financial year. It is a tool to control costs, review performance and assess the achievement of targets each year.

897. These four documents are closely linked to each other: The activities planned in the AWPBs should lead to the achievement of Project outputs listed in the LF and the RF. To ensure alignment between the LF and the yearly AWPBs, the PMU will set annual targets for output indicators in the LF, and these annual output targets will guide the development of the AWPB. The achievement of LF results will show whether the Project's ToC is correct. If for example the achievement of the expected outputs does not lead to the desired outcomes, then the ToC underlying the Project design may be mistaken

898. The system will be participatory. It will include beneficiary feedback and grievance redress mechanisms. Data will be disaggregated by gender, by age, and – where possible – by Persons with Disability (PwD). Targets for outreach to PwDs have been included in the PRODESA LF and may be revised based on the findings of the baseline study which will provide more precise data on the prevalence of disability in the targeted communities.

899. PRODESA will collect the views and opinions of the target group through regular focus groups carried out during field visits, as well as through quantitative and qualitative information coming from the COI surveys and from complementary studies.

900. Monitoring and evaluation (M&E) duties encompass data collection, verification, and utilisation, engaging all project stakeholders. The primary M&E responsibilities will be handled by the M&E unit within the Project Management Unit (PMU), which will include a dedicated M&E manager, an M&E assistant, and a knowledge management officer. At the provincial and municipal levels, M&E tasks will fall to the Provincial Team Leader and extension staff, respectively. These provincial leaders and extension staff will receive training to enhance the GoA's M&E capacity.

901. The key M&E deliverables during project implementation are outlined below. These, along with their timelines, need to be confirmed and detailed in the preparation of PRODESA's M&E manual and plan. The M&E Unit will primarily be responsible for the following deliverables:

- AWPB preparation and monitoring
- COI survey reports (baseline, mid-line, end-line) – these reports will be outsourced to external partners, but the ultimate responsibility for their production lies with the M&E Unit who will oversee the work
- LF with updated results
- Semi-annual and annual reports
- Deliverables to which the M&E unit will provide its contribution include:
- Management reports
- Procurement plans
- Supervision reports
- MTR report
- Project Completion Review

902. Throughout the Project's timeline, the M&E Officer will benefit from technical guidance and support services provided by IFAD. This help may be necessary at different phases of the Project, for example, during the review of a draft mid-term survey report.

903. **Logical Framework** – PRODESA logframe with pre-defined Core and Project-specific indicators has been developed and, to the extent possible, these indicators have been quantified. The monitoring indicators, disaggregated by gender where applicable will compare project performance each year with the targets set in the Annual Work plan and Budget for that year. Outcome level indicators will be assessed through COI surveys to be carried out at baseline, midline and end-line. The Project will finance a baseline for monitoring project outcomes and impact.

904. **Project Indicators** – The Project will collect data on three main types of indicators:

905. **Logframe Core Indicators** are standardized indicators that appear in all IFAD supported Projects and can be aggregated across Projects. Core Indicators are integrated in the PRODESA Logframe and can be recognized by the fact that they are preceded by numbers (e.g. CI 1.2.8: Percentage of women reporting minimum dietary diversity - MDDW). These indicators can be at output and at outcome level.

906. **Logframe Project Specific Indicators** are key indicators that appear in the Logframe and are specific to PRODESA and thus not aggregated at IFAD level across different Projects (e.g. Households reporting an increase in incomes). These indicators can be at output and at outcome level.

907. **Operational indicators:** These are indicators that do not appear in the Logframe but which the Project will still collect and store in the MIS because they are useful for monitoring and managing the Project.

908. Operational indicators are presented in the Results Framework (RF).

Indicator	Definition in the context of PRODESA

1. Persons receiving services promoted or supported by the project	Refers to the number of new individuals who have received services or participated to activities promoted or supported by the project during the considered period (annual reporting). Only new people are counted each year. If one person received different type of services during the reporting period, it should be counted only once to avoid double counting. If the same person receives services promoted or supported by the project over the years, it should only be counted once. If the project continues to work only with the same beneficiaries, communities and households, the annual value equals zero and the cumulative figure remains the same as the previous year.
1.b Estimated corresponding total number of households members	Refers to an estimate of the total number of persons in the households supported by the project (as reported under the previous indicator), during the considered reporting period (annual reporting). This estimate is based on the average number of persons per household recorded in the country or, if available, in the project intervention area. If neither direct measurement nor survey data are available, information is collected by project M&E staff based on national statistics (for data on average household size). It can also be estimated by multiplying the number of households reached by the project (indicated in CI 1.a) by the average household size in the project area. The indicator includes all household members, even those who did not receive project services (e.g. children).
1.a Corresponding number of households reached	Refers to the number of new households in which at least one member received services or participated in activities promoted or supported by the project, during the considered period (annual reporting). In the case of PRODESA, each direct recipient of services promoted by the project represents a household. Therefore, CI 1 = 1a. If by any chance two persons belonging to the same household (e.g. the husband and wife) have received direct project support, then this household should only be counted once for annual reporting.
Multidimensional Poverty Index (MPI) reduced	A Multidimensional Poverty Index, or MPI, is associated with an 'information platform' showing the overlapping deprivations that affect multidimensionally poor people. Basic analyses highlight which deprivations cluster together among specific groups so that integrated policies can address these deprivation bundles effectively. Official national MPIs are one of the leading measures of multidimensional poverty that are in use around the world and are used by over forty governments. The data underlying a national MPI is usually a household

	survey. The Angolan MPI is made up four essential dimensions: health, education, quality of life and employment.
Households reporting an increase of at least 20% in their resilience index	Refers to how households have coped with or responded to shocks and stressors that have occurred during project implementation. The project's resilience index can be calculated as the average of all household resilience indices at baseline survey, at mid-term, and Endline.
Households reporting an increase in Incomes	Beneficiary households interviewed (e.g. farmers) who claim that project supported activities (e.g. training, input provision) have helped them increase their incomes as compared to the pre-project situation. The indicator only applies to the beneficiaries who received project-supported activities in order to increase production (e.g. training, input provision). Data is collected through COI survey conducted at Baseline, Mid-Term and Completion.
CI 1.2.8: Percentage of women reporting minimum dietary diversity (MDDW)	Women surveyed claiming that they are consuming a diversified diet, which means that they are consuming at least 5 out of 10 prescribed food groups. It is a proxy indicator to judge adequacy of micronutrient (e.g. vitamins, minerals) consumption by women. It is also a proxy to gauge the adequacy of nutrition intake of the household members. MDDW is expected to provide a broader picture of a household's nutrient intake, taking into consideration that in most societies women are more likely to be nutritionally vulnerable because of their disadvantaged position in relation to intra-household distribution of nutritious foods in resource-poor settings, which are the primary targets for IFAD operations. Additionally, women, and in particular women of reproductive age (15-49 years), are more vulnerable due to their higher physiological demand for nutrients compared to adult men
3.2.2 Households reporting adoption of environmentally sustainable and climate resilient technologies and practices	Project beneficiaries who were trained in environmentally sustainable practices and/or the management of climate-related risks, and who claim that: (a) they have fully mastered these practices; and (b) they are now routinely using these technologies and practices. Data is collected through COI survey conducted at Baseline, Mid-Term and Completion. The indicator only applies to the beneficiaries who received support from the project for the adoption of environmentally sustainable and climate-resilient technologies and practices

CI 1.2.4: Households reporting an increase in production	Beneficiary households interviewed (e.g. rain-fed and irrigated farms, livestock owners, fishers) who claim that project-supported activities (e.g. training, input provision) have helped them increase the quantity of key crops harvested as a result of better yields (i.e. quantity of crop harvested per unit of land area) or an increase in cropped area, compared to the pre-project situation. For cereals, grain and legumes, production is normally measured in metric tons or kilograms. May also refer to an increase in livestock production (e.g. increased milk production, reduced animal mortality, improved fertility), or in the volume of fish catches as compared to the pre-project situation.
Number of Communities resilience plans developed	Refers to community resilience plans developed by the project for the selected communities during the project lifetime.
3.1.1 Groups supported to sustainably manage natural resources and climate-related risks	Refers to groups (whether formally registered or not, and also including indigenous peoples' communities) involved in the management of natural resources (e.g., water resources, forests, fishing grounds and other natural resources) for agricultural production that have received project support during the considered period, to improve the sustainability of services provided to the resource base and to manage climate-related risks. Natural resource management groups involved in promoting technologies and practices for environmental protection, combating deforestation and desertification, or promoting soil/water conservation initiatives to prevent or increase resilience to climate-related risks should also be considered. For PRODESA, it refers to groups engaged in Agriculture, cage-culture, and inland fisheries (lagoons). Data are collected by project M&E staff and recorded in the project M&E system. For PRODESA 50 fisheries groups, 160 Agriculture groups, and 25 cage-Agriculture groups are envisaged.
1.1.4 Persons trained in production practices and/or technologies	Number of persons who have been trained at least once in improved or innovative production practices and technologies during the considered period (annual reporting). Training and capacity development may be provided in a variety of forms: Participation in community mapping of natural resources, Participation in a farmers' field school, field demonstrations, training in livestock immunization, etc., and for various durations (a full day's training conducted outside the trainees' community, training of extension officers in a district centre; shorter sessions conducted within the trainees' community/village, regular short classroom training, or on-the-job or in-field training.

	Training topics may concern crop production (e.g. cultivation practices, participatory varietal selections, use of improved seeds, soil fertility practices and technology, efficient water use, micro-irrigation, agroforestry practices, proper plant protection, or enhancing produce quality); livestock production (e.g. milking and milk handling, slaughtering, animal nutrition, disease prevention and veterinary practices, animal husbandry); or fish production (e.g. fish capture techniques, management of fish sanctuaries, fish farming). Training in the management of natural resources and climate-related risks (such as technologies and practices for environmental protection, combating deforestation and desertification, or promoting soil/water conservation initiatives) shall not be considered here.
Farmer Field Schols and Agro-pastoral Field Schools (FFS/APFS) Established	Refers to the number of Farmer Field Schols and Agro-pastoral Field Schools (FFS/APFS) and groups established by the project during the project lifetime.
1.1.8 Households provided with targeted support to improve their nutrition	It refers to the number of people that have directly participated in project supported activities designed to help improve nutrition during the considered period. For PRODESA, activities may include people Participating in nutrition related trainings, exchange visits, integrated food production, homestead food production (kitchen gardens), technical assistance on the use of inputs and technologies intended to improve nutrition outcomes (e.g. bio-fortified seeds, small livestock, labour-savings implements/technologies), socio-cultural related issues impacting on nutrition outcomes etc. Information will be collected by service providers or project staff in charge of the of nutrition programme or activities. Service providers' or staff records should also track the following data: date of activity, type of activity, total persons Participating in the activity disaggregated by gender, age and indigenous people, and households reached, disaggregated by women headed households and nonwomen headed households. Data are collected by project M&E staff and recorded in the project M&E system.
CI 1.1.1: Beneficiaries gaining increased secure access to land	Refers to the number of beneficiaries who have been supported during the considered period (annual reporting), in gaining formal ownership or use rights over land (forests, farmland, pasture), water (for livestock, crop, domestic and drinking use) or over water bodies (for capture fisheries or fish farming), as recognized or incorporated in cadastral maps, land databases or other land information systems accessible to the public.

	Land ownership (or property) rights refer to the inalienable ability of individuals, households or communities to freely obtain, utilize and possess land at their discretion, provided their activities on the land do not impinge on other individuals' rights. Use rights refer to the legally recognized rights of individuals, households or communities to access and exploit the land (or forest, or water body) which is the property of a third party or the community, sometimes for a limited period of time. Use rights can be defined across a broad spectrum and they may be strong and encompassing (e.g. usufruct rights), or else rather weak or specific (e.g. the right to hunt). Formal ownership or use rights are those that are explicitly recognized by the State (even though they may be customary) and may be protected using legal means. IFAD12 indicator definition: Refers to the number of beneficiaries who have been supported in gaining increased tenure security over land (forests, farmland, pasture) and secure access to water (for livestock, crop, domestic and drinking use) or to water bodies (for capture fisheries or fish farming)
2.2.6 Households reporting improved physical access to markets, processing and storage facilities	Beneficiary households interviewed who claim that, as compared to the pre-project situation: (a) they can now more easily access the required market, processing or storage facilities (e.g., smart markets and smart kiosk); and that (b) these facilities are fully functional. Data is collected through COI survey conducted at Baseline, Mid-Term and Completion.
CI 1.2.3: Households reporting reduced water shortage vis-à-vis production needs	Beneficiary households interviewed who claim that they now have enough water for crop, Agriculture and livestock production during dry-spells and the dry season. This indicator monitors the improvement in water availability; the results could be driven as much by improved technology (more water-efficient) or less water demanding crop varieties, as by greater water availability. These are equally important in the water-stressed environments in which many of IFAD's target group are living. Water mobilization has a natural limit depending on hydrology and climate zones, which, in dry areas, makes water-use efficiency equally important for sustained productive capacity
CI 2.2.2: Supported rural enterprises reporting an increase in profit	Project-supported rural enterprises surveyed reporting an increase in profit over the considered period, as shown by sales, income and expenditure patterns. Profit is estimated by deducting all expenditures and recurrent costs from total income or sales. Data is collected through COI survey conducted at Baseline, Mid-Term and Completion.

2.1.2 Persons trained in income-generating activities or business management	Persons who during the considered period, have received training in topics related to income-generating activities, including post-production handling, processing and marketing. Such activities include cheese-making, small-scale processing of fruit, meat and milk products, handicrafts, weaving, embroidery, knitting, tailoring, wool-spinning, conservation of agricultural products, agro-processing techniques, handling in compliance with safety (use of chemicals, pesticides) and other quality requirements, packaging, market information and procedures. Vocational training is also included (e.g. blacksmithing, carpentry, dress-making, tailoring, hairstyling, masonry, welding). Business management training includes organizational management, accounting and bookkeeping, cash flow management and marketing.
2.1.5 Roads constructed, rehabilitated or upgraded	The total length, in kilometres, of roads that have been fully constructed, rehabilitated or upgraded (e.g. from feeder road to asphalt road) by the project, during the past 12 months. All types of roads should be included, such as feeder, paved, primary, secondary or tertiary roads. Roads where construction/rehabilitation works have been started during the past 12 months but not yet completed should not be reported.
CI 1.1.2: Farmland under water-related infrastructure constructed/rehabilitated	The number of hectares of farmland under water-related infrastructure constructed/rehabilitated measure the irrigation potential created, or the area that can be irrigated annually by the quantity of water that could be made available by all the connected and completed works up to the end of the water courses or the last point in the water delivery system. Water-related infrastructure includes dams and ditches, irrigation and drainage infrastructure, infrastructure for rainwater harvesting (at field level), wells and other water points, etc. constructed or rehabilitated with support from the project. Hectares under water-related infrastructure constructed/rehabilitated then include: Hectares of farmland under new/improved irrigation systems. Refers to the area, in hectares of farmland, located in the command area of the irrigation and drainage infrastructure that has been newly constructed or rehabilitated by the project during the considered period (annual reporting). The indicator does not attempt to measure the actual area

	of farmland that has been irrigated in the considered period, although it is recommendable that projects with large irrigation and drainage investments measure this important aspect. - Hectares of direct catchment area (up to 100 km²) of irrigation systems under conservation to protect the water source and reduce sediment removal costs with project support during the considered period. - Hectares of farmland under new complementary micro-irrigation systems connected to rainwater-harvesting infrastructure, or wells or other water points, constructed/rehabilitated by the project during the considered period (annual reporting).
Policy 3 Existing/new laws, regulations, policies or strategies proposed to policy makers for approval, ratification or amendment	Refers to existing/new laws, regulations, policies or strategies supported by the project and have been proposed to policy makers for approval, ratification or amendment
SF.2.1 Households satisfied with project supported services	Refers to Households reporting that they: (a) easily accessed or used the services provided by the public/private entities supported by the project, and (b) were satisfied with the quality of the services provided by the public/private entities supported by the project. The indicator aims at determining whether the main services delivered by the public/private entities supported by the project adequately meet target groups' productive/business/employment/livelihood needs. Data is collected through COI survey conducted at Baseline, Mid-Term and Completion. Households are considered satisfied with the services provided by the project if FOR EACH service they benefited from they managed to easily access/use it AND were satisfied with its quality.
SF.2.2 Households reporting they can influence decision-making of local authorities and project-supported service providers	Households that Participate in project-supported groups/organizations reporting that: (a) they have influence over decisions taken in the project-supported group/organization in which they Participate; and (b) the project-supported group/organization they Participate in can influence decision-making of local authorities and project-supported service providers. Data is collected through COI survey conducted at Baseline, Mid-Term and Completion.
Policy 1 Policy-relevant knowledge products completed	Refers to Policy analyses, research papers, working papers, studies, strategies, pieces of legislation, by-laws or other policy-related material produced as part of the project's policy goals. Data for this indicator can be collected in the relevant legal in-country institutions or through qualitative surveys administered to relevant stakeholders.

909. **Results Framework (RF)** – The RF provides a list of indicators to be collected by the Project which are not listed in the LF. Remember that the LF is just a selection of key progress indicators, but the Project will need to collect a much larger range of indicators that are useful for project management as well as for evaluation. The RF is a flexible, living document. Indicators in this list can be added and removed as it seems best to the Project team. The RF will be finalised at start-up with engagement of the PMU.

910. **Data Collection** – Digital data collection at landing sites through KoboToolbox (Kobocollect) or any other remarkable web-based tool for data collection will be promoted, and PRODESA will support IDA in delivering the necessary training and equipment to data collectors. All contracts and MoUs signed by the PMU will include details on implementing partners' data collection responsibilities. Data will be validated by IDA representation at the department of fisheries and Agriculture of the Directorate Agriculture, Fisheries and Livestock at provincial level, then it will be shared with the PRODESA M&E officer, who manage it using the Project's own Management Information System (MIS).

911. Activities and output monitoring will concentrate on the financial and physical outputs of Project activities. Data on activities and outputs will be collected on a regular basis by different actors: i) directly by the PMU (for activities directly implemented by the PMU); ii) by implementing partners (NGOs, Service providers, etc.); and iv) by other representatives of different groups of beneficiaries.

912. **Progress Reporting** – Reporting on activities and outputs. Annual and semi-annual reporting will be focused on assessing the achievement of physical and financial AWPB targets. IFAD supervision reports will focus both on the execution of AWPBs and on the achievement of LF/RF outputs and outcomes. Based on LF results, the Mid-Term Review and the Completion report will also assess the correctness of the Theory of Change.

913. **Baseline and Impact Evaluation** – Outcome monitoring will assess the use of outputs and measure their benefits at beneficiary level. Impact assessment will strive to measure the long-term effects of PRODESA interventions on beneficiaries' livelihoods and on the environment. Data on outcomes and impact will be collected through a set of three surveys (baseline, mid- line, completion) conducted in the first, fourth, and last year of Project implementation, respectively. The baseline, mid-line and completion surveys will be conducted in alignment with the IFAD guidelines for the measurement of Core Indicators at Outcome level (also called COI guidelines). The guidelines will be provided by IFAD, which will also offer support in ensuring that the surveys are carried out respecting the quality standards set out in the guidelines. The COI surveys are relatively large surveys, with a sample of 750 beneficiary households and 750 control group households). The three surveys use a panel structure, meaning that where possible, the same sample should be used for the three surveys. The questionnaire for these surveys is partly already developed, since the questions related to the Core Indicators are standard IFAD questions that should not be modified. ToRs for the baseline, survey are provided in appendix of this report but will need to be adopted to the PRODESA context by the M&E Officer. The project will also conduct annual outcome surveys after the MTR that will be complemented with other studies to ensure that there is annual outcome reporting.

914. The baseline survey will provide a benchmark against which to measure future progress, as well as important information on target communities to refine the targeting strategy. The mid-line survey will precede the Mid-Term Review (MTR) - which will be carried out in year 4 of project implementation - and will provide key information on what is working and what is not. The end-line survey will precede the Project Completion mission and provide key data on results that will feed into the Project Completion Report (PCR). Qualitative studies will deepen the understanding of quantitative data and will be conducted jointly by the M&E and KM functions.

915. The PCR will be prepared in the six months between Project completion and Project closure. It would be important to note that the PCR process will be led by IFAD as per the

2023 guidelines for completion reports and the government will provide key inputs preparation of the PCR, covering the elements described in the general conditions of the Financing Agreement. The M&E data collected over the Project implementation period, and in particular the three outcome surveys, will be used to assess the changes in the livelihoods of the target groups, and for sharing of lessons learned and good practices. The Project completion process will include reflection workshops where stakeholders will have the opportunity to evaluate the performance of the Project, identify success factors and areas of further interventions and discuss the way forward for sustainability.

916. **Management Information System** – PRODESA will develop its own MIS to facilitate the storage, analysis, and presentation of data. The MIS will be procured within the first year of the project. This MIS will be closed at project end, but the data bases generated by the systems will be stored at GEPE and IDA data storage systems. PRODESA will also seek to find innovative means of electronic filing system in highly secure and durable servers within the GoA infrastructures to guarantee sustainability of project related information after project lifetime.

7.2 Knowledge management and communication

917. The KM officer will work in close collaboration with the M&E officer to ensure that M&E findings on project results are widely disseminated in a clear, synthesized, and interesting way and that knowledge products are backed up by solid M&E evidence. Field visits to collect stories by the KM officer will be also used for triangulating M&E data, and case studies will be used to deepen the understanding of factors contributing to successes and failures, and to enable full documentation of impact. KM activities will have the following objectives: (i) capitalizing on past and current experiences to support the project's successful implementation; (ii) supporting policy engagement; (iii) supporting research and disseminating lessons for promoting the scaling up of innovations.; (iv) raising awareness on environmental and gender-related themes.

918. **(i) Capitalizing on experiences** - PRODESA will first be a learning project, integrating lessons from IFAD past and ongoing supported projects and capitalizing on experiences from other African countries with similar reality to Angola. Technical staff and extension officers will visit other countries for knowledge learning.

919. **(ii) Policy engagement** - Knowledge Management (KM) and communications be closely linked to the policy engagement objectives and will disseminate lessons learned from PRODESA approaches. A newsletter will be set up to spread positive and negative lessons from PRODESA implementation experience, supported by reliable evidence and analysis. Policy briefs will be produced, offering concise and actionable recommendations to government bodies and international organizations, helping to influence decision making processes.

920. **(iii) Research and dissemination** - Dissemination will happen through multiple channels:

921. **Farmer-to-farmer networks** will facilitate the sharing of knowledge through peer learning sessions and community networks, as well as translating the findings of research supported by the Project into accessible knowledge products ensuring that practical insights and experiences are spread effectively within the community.

922. **Workshops and seminars** will be organized to share best practices and project outcomes with farmers. **Digital platforms** such as mobile applications, social media, and radio programs, will be utilized to reach broader audiences with information on sustainable practices, market access, and climate resilience strategies. The project will also contribute to **IFAD's knowledge hubs and databases** by providing technical reports, policy papers, and case studies. This will enable other projects to benefit from their outcomes through IFAD's global knowledge management systems.

923. **Publications and academic papers** documenting the project's successes and lessons learned will contribute to the global knowledge base, attracting the interest of academics, donors, and development practitioners across various sectors.

924. **(iv) Raising awareness** - Through radio, TV campaigns, and events organized in primary and secondary schools, PRODESA will also promote a broader societal awareness of the importance of conserving inland natural resources. The Project will produce audio and visual material to communicate and build knowledge of farmers on agriculture. The Project will organize fairs for farmers to show and promote their products and gain exposure to innovative technologies.

925. **Communication** - Success stories will be publicized through short videos shared through Instagram, Facebook, and other social media. These videos will be produced by locally recruited youth. PRODESA's visibility will be enhanced through a website and social media accounts such as Twitter, Facebook, YouTube, and Instagram. To promote transparency and coordination, all relevant MINAGRIF officers will be granted access rights to PRODESA Management Information System (MIS). Project results will also be accessible to the public and be visible on the PRODESA website. The PMU M&E and KM unit will ensure that information on Project services and eligibility criteria reaches all farmers in a timely manner.

926. **Portfolio-wide KM** - KM activities will be conducted in constructive collaboration with those of other IFAD supported projects in the country, with monthly coordination meetings between the KM officers. The project will establish a digital library to store and promote accessibility of all project documents.

927. **Staffing and responsibilities** - KM will be a shared effort by all actors involved in the Project but will be the primary responsibility of the M&E unit, which will be staffed by an M&E and KM senior officer. The two staff will be involved in both M&E and KM, thereby ensuring that the KM and the M&E functions are conducted in constructive interaction with each other. The expected results of such synergy are: (i) M&E findings on Project results are widely disseminated through KM products in a clear, synthesized, and interesting way; (ii) knowledge products are backed up by solid M&E evidence (and therefore, the M&E system collects all data necessary for the envisaged knowledge products to be developed); (iii) field visits to collect stories for KM products are also used for triangulating M&E data, and the way around; (iv) case studies, stakeholder interviews and surveys, will be used to deepen the understanding of factors contributing to successes and failures, and to enable full documentation of impact.

928. **Knowledge Management plan** - The programme's KM activities will be guided by a robust KM strategy and plan. Lessons learnt in implementation will be actively shared between countries, regions, districts, and clusters. Semi-annual review meetings with national and provincial staff and implementing partners will be organized by PMU to discuss progress towards results in relation to each semi-annual progress report, the format of which will explicitly include a focus on lessons learnt in terms of challenges, good practices, etc.

929. **A draft KM plan will be provided at start-up** - The KM plan will then be completed and refined with support from IFAD. The KM strategy and plan will be validated by Project stakeholders through a national workshop. The workshop will be a chance to refine the thematic focus and dissemination strategy of policy-relevant studies and to better understand the key information needs for PRODESA to be successful.

PART 8 ANNEXES

930. Annex 1: Country economic and social analysis

931. Annex 2: LogFrame

932. Annex 3: Draft ToRs for technical assistance

- 933. Annex 4: AWPB outline
- 934. Annex 5: Procurement
- 935. Annex 6: FM Manual
- 936. Annex 7: SECAP ESMP

937. Endnotes :

7. _____

1. ^{i [1]} But also 1.1 and 1.2

2. ^[2] Blended with PRODESA funds

3. ^[3] The “financing need” request

4. ^[4] <https://www.fada.gov.ao/financiamento-directo-a-producao/>

5. ^[5] 3% annual interest rate, with grace period of 9 months on the interests, and 12 months on the capital

6. ^[6] 2% annual interest rate, with grace period of 9 months on the interests, and 12 months on the capital

7. ^[7] 3% interest rate, 7-month repayment period

8. ^[8] 3-7.5% interest rate (with a repayment plan based on the purpose and/or production cycle)

9. ^[9] 3-7.5% interest rate (with a repayment period of 3 months to 3 years, adjusted to the purpose and/or production cycle)

10. ^[10] 3-7.5% interest rate (with a repayment period adjusted to the purpose and/or production cycle)

11. ^[11] *ibidem*

12. ^[12] 3-7.5% interest rate (with a repayment period of 1-6 years, adjusted to the purpose and/or production cycle)

13. ^[13] Negotiable, from 1-3% interest rate

14. ^[14] Access to finance and agri-business manager

15. ^[1] For which the definition here (and hereafter) follows the Angola legislation definition, as per Law n° 30/11 – that governs the Micro, Small & Medium Enterprises (MSMES) – for which:
a) Micro companies, abbreviated as MC, those that employ up to 10 workers and/or have a gross annual turnover not exceeding in Kz the equivalent of USD 250 thousand;

16. b) Small companies, abbreviated as PQ, those that employ more than 10 and up to 100 workers and/or have a gross annual turnover in Kz greater than the equivalent of USD 250 thousand and equal to or less than USD 3 million;
https://www.fgc.gov.ao/upload_media/upload/documentos/relatorios/Lei%20n%2030-11%20MPME.pdf

17. In addition, Agri-MSEs englobes all companies that function within the market ecosystem and provide services both through on- and off-farm activities.

18. ^[2] [ang223061.pdf \(fao.org\)](#)

19. ^[3] *Ibidem*

20. ^[4] *Ibidem*

21. ^[5] [PLANAGRAO-Plano-Nacional-de-Fomento-para-a-Producao-de-Graos-Apresentacao-PT-1_compressed.pdf \(dialogosue-angola.org\)](#)

22. ^[6] *ibidem*

11.

9.

23. ^[17] [Governo](#) – project linked to the National Institute for Support to Small & Medium Enterprises (INAPEM, *Instituto Nacional de Apoio as Micro, Pequenas e Médias Empresas*)

24. ^[18] <https://feitoemangola.gov.ao/>

25. ^[19] [ang223061.pdf \(fao.org\)](#)

26. ^[10] Both upstream and downstream, also through a cadastre of relevant partners and stakeholders that the PIU and BDS-SP will help set up.

27. ^[11] See Sub-Activity 2.1.2 for a detailed list of documents that indicated the minimum criteria for business plan preparation – also outlined in *Figure 1*

28. ^[12] CapEx is here (and hereafter) intended as “funds used by a company to acquire, upgrade, and maintain physical assets such as equipment, property, technology or infrastructure” – and for which “the economic benefit to the core operations of the investment is clearly outlined”. These will be considered as one-off investments necessary for the business plan operations to be functional.

29. ^[13] OpEx is here (and hereafter) intended as “expenses that companies incur in through the day-to-day business operations – and that relate to their operating expenses” – some examples of this include: rents, equipment, insurance, payroll, etc.

30. For the purposes of this project and the typology of business plans the project will not use the sub-division of OpEX into (i) Selling, General and Administrative Expenses (SG&A) and (ii) Costs of Goods Sold (CoGS) – as this level of complexity is may not be fully relevant to the project’s scope and objectives: firstly, for the beneficiary typology (smallholders, cooperatives, Agri-MSEs) – that may not always be producing fully fledged income or financial statements; and secondly, considering the size of business plans at hand. Nonetheless, in consideration of the possibility of slightly more complex plans under Tier 2, the PIM provides the following definitions for the subdivisions:

- SG&A is Here (and hereafter) intended as a sub-division of OpEx costs that relates specifically to “the core operating expenses that are not considered as direct production costs or costs of sold goods – this meaning all non-production related costs”. In brief these can be to some extent summarized as administrative/general costs. Examples of this are: rent/ utilities/supplies (that are not part of production) legal expenses, accounting expenses, advertising expenses, marketing/sales expenses
- CoGS is here (and hereafter) intended as “costs of goods directly linked to the production and sale of the company’s goods”, hence this entails the cost of items that are linked to production (e.g. material, services, etc. – including labour for production).

31. ^[16] Lower-risk here intended merely regarding the value invested, and the fact that it is combined with a continuous business coaching, that encompasses all phases of the business plan/operations, from formulation to application, approval and implementation, monitoring and final reporting – also opening to a possible second application.

32. ^[17] Job-shadowing in a first phase.

33. ^[18] As the financing need will not necessarily equate to the total value of the business plan presented.

34. ^[19] Excluding the project closure phase (e.g. 6 months prior to project end).

35. ^[20] This is linked to the PRODESA funds, but is not necessarily linked to the business plan and funds linked to externally funding entities.

36. ^[21] Excluding the project closure phase (e.g. 6 months prior to project end).

11.

9.

37. ^[22] The total maximum value that can stem from PRODESA's Tier 2 is of USD 4,995 (33.3%) in the case of external funding (which includes the 40% beneficiary co-financing)

38. ^[23] Excluding the project closure phase (e.g. 6 months prior to project end).

39. ^[24] Business plans: XX North Cuando Cubango; XX Moxico; 93 Bié

40. ^[25] Business plans: XX North Cuando Cubango; XX Moxico; 141 Bié

41. ^[26] [Verificação de Certidão de Não Devedor | Portal da Administração Geral Tributária \(gov.ao\)](http://verificacao-de-certidao-de-nao-devedor.portal-da-administracao-geral-tributaria.gov.ao)

42. ^[27] Support cooperative (business) formalization and setup for market-oriented investments

43. ^[28] Though not going into a fully fledged Environmental and Social Plan (as per other financing schemes), the BDS-SP and PIU will pay close attention to all these aspects in the business plan preparation, ensuring they comply with all the SECAP requirements. For example, regarding assets acquisition (where possible in detail) the applicants should, together with the support of the supplier, make reference to safety measures and waste disposal.

44. ^[29] This will be different from a classic Expression of Interest (EoI), as the BDS coaching element will provide with a longlist of valid proposals for the consideration of the approval committee. In addition, the coaching nature of the Component 2 also means that applicants are not left alone to apply but accompanied along the entirety of the process.

45. ^[30] The Approval Committee will be comprised of: PIU staff (x1 BDS Officer, x1 Agriculture Officer, x1 Climate Change Officer, x1 Regional Project Coordinator, x1 Procurement officer), x2 Provincial IDA staff, x1 staff from Provincial Department of Agriculture, Fisheries & Forestry.

The Approval Committee will typically be composed of people with expertise in a technical area (e.g., agriculture, livestock, aquaculture, waste management, energy, etc.), social and environmental safeguards, business development/support and accounting.

46. ^[31] Agri-Finance Manager, x2 BDS Officers

47. ^[32] This is exemplary in reference numbers, and the PIU can decide to have its own system of referencing, but the suggestion is to keep the double bank account system for both tiers.

48. ^[33] N.B.: bank transfer costs in Angola are minimum, and in many cases transfers occur at no cost for the account holder. (e.g.

49. ^[34] <https://pdac.ao/>

50. ^[35] <https://projects.worldbank.org/en/projects-operations/project-detail/P177305>

51.

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex 10: Integrated Project Risk Matrix

Mission Dates: 12/08/2024 30/08/2024

Document Date: 16/04/2025

Project No. 2000003951

Report No. 7128-AO

East and Southern Africa Division
Programme Management Department

Overall Summary

Risk Category / Subcategory	Inherent risk	Residual risk
Country Context	Moderate	Moderate
<i>Political Commitment</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Governance</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Macroeconomic</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Fragility and Security</i>	<i>Moderate</i>	<i>Moderate</i>
Sector Strategies and Policies	Moderate	Moderate
<i>Policy alignment</i>	<i>Low</i>	<i>Low</i>
<i>Policy Development and Implementation</i>	<i>Moderate</i>	<i>Moderate</i>
Environment and Climate Context	Moderate	Moderate
<i>Project vulnerability to environmental conditions</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Project vulnerability to climate change impacts</i>	<i>Moderate</i>	<i>Moderate</i>
Project Scope	Moderate	Moderate
<i>Project Relevance</i>	<i>Low</i>	<i>Low</i>
<i>Technical Soundness</i>	<i>Moderate</i>	<i>Moderate</i>
Institutional Capacity for Implementation and Sustainability	Substantial	Substantial
<i>Implementation Arrangements</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Monitoring and Evaluation Arrangements</i>	<i>Substantial</i>	<i>Moderate</i>
Project Financial Management	Substantial	Substantial
<i>Project Organization and Staffing</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Project Budgeting</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Project Funds Flow/Disbursement Arrangements</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Project Internal Controls</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Project Accounting and Financial Reporting</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Project External Audit</i>	<i>Substantial</i>	<i>Substantial</i>
Project Procurement	Moderate	Moderate
<i>B.1 Assessment of Project Complexity</i>	<i>Moderate</i>	<i>Moderate</i>
<i>B.2 Assessment of Implementing Agency Capacity</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Project Procurement Overall</i>	<i>Moderate</i>	<i>Moderate</i>
<i>A.1 Legal, Regulatory and Policy Framework</i>	<i>Substantial</i>	<i>Substantial</i>
<i>A.2 Institutional Framework and Management Capacity</i>	<i>Substantial</i>	<i>Substantial</i>
<i>A.4 Accountability, Integrity and Transparency of the Public Procurement System</i>	<i>Moderate</i>	<i>Moderate</i>
<i>A.3 Public Procurement Operations and Market Practices.</i>	<i>Moderate</i>	<i>Moderate</i>
Environment, Social and Climate Impact	Substantial	Low
<i>Biodiversity Conservation</i>	<i>Moderate</i>	<i>Low</i>
<i>Resource Efficiency and Pollution Prevention</i>	<i>Moderate</i>	<i>Low</i>
<i>Cultural Heritage</i>	<i>Moderate</i>	<i>Low</i>
<i>Indigenous People</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Labour and Working Conditions</i>	<i>Moderate</i>	<i>Low</i>
<i>Community health, safety and security</i>	<i>Moderate</i>	<i>Moderate</i>

Risk Category / Subcategory	Inherent risk	Residual risk
<i>Physical and Economic Resettlement</i>	<i>Moderate</i>	<i>Low</i>
<i>Greenhouse Gas Emissions</i>	<i>Low</i>	<i>Low</i>
<i>Vulnerability of target populations and ecosystems to climate variability and hazards</i>	<i>Substantial</i>	<i>Substantial</i>
Stakeholders	Moderate	Moderate
<i>Stakeholder Engagement/Coordination</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Stakeholder Grievances</i>	<i>Moderate</i>	<i>Moderate</i>
Overall	Moderate	Moderate

Country Context	Moderate	Moderate
Political Commitment	Moderate	Moderate
Risk: The change of the Government after general Elections may result in policy changes.	Moderate	Moderate
Mitigations: In order to maintain institutional memory: (i) engage with government institutions to ensure smooth transition; (ii) Engage Provincial and municipal committees		
Governance	Moderate	Moderate
Risk: Angola moved from 146th in 2019 to 121st in 2023 out of 180 in the corruption Perception Index. Despite the improvements in governance and accountability, lack of capable institutions in the country undermines the emergence of high standards to prevent misuse of project resources.	Moderate	Moderate
Mitigations: (i) Provincial Governance Committees (PGCs) will be established including representatives from traditional and community leaders as well as civil society; (ii) Under the leadership of PGCs, an Oversight Agent (Specialized Firm) will be recruited with a mandate to conduct systematic independent review of the beneficiary selection, SP/BP preparation and appraisal process, grant approval processes etc. to ensure that all procedures, criteria were applied in a fair and transparent manner; (iii) Through the implementation of IFAD's Framework for Operational Feedback from Stakeholders, more inclusive governance, transparency and accountability in development processes, including in associated grievance redress mechanisms, will be fostered. Information about the existence and functioning of such mechanisms will be made readily available to all stakeholders. Further, information regarding whistle-blower protection measures, and confidential reporting channels will be widely accessible in order to receive and address grievances appropriately, including allegations of fraud and corruption, and sexual exploitation and abuse.		
Macroeconomic	Substantial	Substantial
Risk: Angola's economy grew by 1.2% in 2021 and 3% in 2022 after contracting by 5.4% in 2020. However, the economy faced challenges in 2023, with GDP growth at 1%. The 2022 modest GDP growth was spurred by a sharp increase in the oil price. Angola has exited OPEC in December 2023 over production quota disputes. ³ Reforms have targeted macroeconomic stability and governance, but the economy suffered a slow-down in oil exports and increase in debt service and fuel subsidies due to a 40% currency depreciation in May-June 2023. Inflation surged to 24% in early 2024, driven by food prices.	Substantial	Substantial

Mitigations: Mitigations: PRODESA will support the governments' effort towards economic diversification to reduce dependence on oil. 2 For 2024, the IMF forecasts 3% GDP growth, driven by non-oil sector performance. Inflation is expected to remain high at 22.3% ⁴ , and the project will include monitor closely impacts on unit costs to take timely decision on eventual needs for budget revisions also considering eventual gains from the exchange rate.		
Fragility and Security	Moderate	Moderate
Risk: According to the fragile state index (FSI) Angola scored 85.5 over 120, ranking 38th of 179 countries in 2024, with a –1.8 points improvement over the last 10 years. Angola is not on the WB FY24 List of countries with Fragile and Conflict-affected Situations. However, there are pockets of instability in Lunda Norte, that the project will avoid targeting. Main courses of fragility are high income inequalities, high dependency on the oil sector, corruption and organised crime. For fragility caused by climate change please see the climate change section	Moderate	Moderate
Mitigations: The government is taking measures to reduce corruption and financial crimes and has recovered approximately USD\$11 billion the last three years after 715 criminal prosecutions for corruption, fraud, embezzlement and other financial crimes. PRODESA will support economic diversification policies of the government by focusing on the agricultural sector in provinces where this sector has traditionally been neglected. It will also support reducing economic inequalities by targeting poor and vulnerable groups in rural areas.		
Sector Strategies and Policies	Moderate	Moderate
Policy alignment	Low	Low
Risk: The country approved a new National Development Plan (2023-2027) in 2023, that PRODESA is aligned to.	Low	Low
Mitigations: PRODESA is in particular aligned with the second pillar of the National Development Plan emphasizing the need to raise food security levels and access to a balanced diet, increase national production and employment, reduce inequalities and making the country less dependent on the outside. Realignment with eventual specific emerging priorities will be ensured at MTR.		
Policy Development and Implementation	Moderate	Moderate

Risk: The Angola 2004 Land Law sets out a governance framework where the overall land ownership is with the state, MINADER and the Geodesic and Catographic Institute of Angola (GCIA) as well as provincial governments can issue concession, and communities can obtain a “perpetual right of useful customary domains” recognizing the crucial role traditional leaders (soba) play in land governance and conflict resolution in rural areas. However, policies for concessions and issuing of the perpetual rights of useful customary domains are not clear and the 2004 Law lacks implementation leaving most rural communities, cooperatives and farmers without land titles. This makes them vulnerable to loss of farmland in some areas and prevent them from accessing loans. There is no specific policy and strategy on nutrition and food security. Whenever there is a lack of rain, population of the affected area suffer from food insecurity. There is a national drought resilience framework, but it needs concrete implementation on the ground.	Moderate	Moderate
Mitigations: The project will support: (i) provincial and community governments in implementing land governance policies providing tenure security and titles for rural communities, cooperatives and small-scale farmers; (ii) the implementation of the national drought resilience framework at the municipal level in the drought prone Cuando Cubango south including actions for community drought preparedness; (iii) concrete actions on nutrition and food security coherent and aligned with good governance.		
Environment and Climate Context	Moderate	Moderate
<i>Project vulnerability to environmental conditions</i>	<i>Moderate</i>	<i>Moderate</i>
Risk: PRODESA faces several environmental risks that threaten agricultural productivity and community livelihoods. The recurring droughts in the southern region reduce water availability, significantly impacting crop yields and food security. Soil erosion and land degradation, driven by unsustainable agricultural practices, deforestation, and slash and burn practices further exacerbate the vulnerability of the land and loss of biodiversity due to habitat destruction, and weakens ecosystem services crucial for farming	Moderate	Moderate
Mitigations: To mitigate these risks, the PRODESA project will facilitate participatory community diagnostic of the health and threats to their ecosystems sustaining their farming activities based on which sustainable land and water and regenerative practices will be included in the curricula of FFS and AFPS. Water scarcity will be addressed by establishing rainwater harvesting and small-scale irrigation systems and promoting the use of drought-tolerant crops, alongside providing training in sustainable water management practices. Soil erosion and degradation can be mitigated by introducing agroforestry practices, adopting soil conservation techniques like terracing and crop rotation, and promoting sustainable land management. En areas where slash and burn is common, FFS will include training in alternative practices and the sustainability and productivity benefits of maintaining vegetation cover in farming landscapes and using mulching and soil conservation techniques.		
<i>Project vulnerability to climate change impacts</i>	<i>Moderate</i>	<i>Moderate</i>

Risk: The PRODESA project in Angola is highly vulnerable to the impacts of climate change, which pose significant risks to agricultural productivity and rural livelihoods. One of the primary risks is the increasing frequency and intensity of droughts, particularly in southern regions, which results in water scarcity and reduced crop yields. This water shortage severely impacts subsistence farming, limiting the availability of water for both irrigation and livestock. In addition to drought, extreme weather events such as heatwaves, floods, and storms are becoming more common due to climate change, leading to soil erosion, damage to infrastructure, and the destruction of crops. These events disrupt farming activities and can cause long-term damage to soil fertility and land productivity. Climate change also increases the unpredictability of seasonal weather patterns, making it difficult for farmers to plan agricultural activities, thereby increasing the risk of crop failure. Lastly, the loss of biodiversity and ecosystem services due to climate change, such as the reduction in natural pollinators and changes in soil quality, further exacerbates the vulnerability of the agricultural systems.	Moderate	Moderate
Mitigations: To mitigate the risks posed by climate change, the PRODESA project will implement several targeted strategies. First, the promotion of climate-smart agriculture practices through FFS and APFS, such as conservation agriculture, mulching, and the use of drought-resistant crop varieties, will help farmers maintain productivity during periods of water scarcity. Installation of rainwater harvesting systems and small-scale irrigation infrastructure will improve water availability for crops and livestock, reducing dependence on unreliable rainfall. To address the risks of extreme weather events, disaster-resilient infrastructure such as storm-resistant storage facilities and reinforced irrigation systems should be developed. Flood risk isolating communities in the rainy season will be mitigated through the construction of wooden bridges and upgrading of roads to ensure connectivity as well as flood control measures, such as building embankments or levees, and by planting vegetation increase water filtration and reduce soil erosion. Promotion of agroforestry and reforestation will help restore biodiversity and enhance ecosystem services, including natural water retention and soil stabilization.		
Project Scope	Moderate	Moderate
Project Relevance	Low	Low
Risk: The project objective and activities addressing the increasing risks and vulnerability to climate change and food insecurity and poverty in underserved rural areas of Angola is highly relevant and responds to the government's current priorities.	Low	Low
Mitigations: If a new government should be elected the project objectives, approach and expected outcomes will be discussed with the new authorities and any realignment with new policies will be done.		
Technical Soundness	Moderate	Moderate
Risk: The proposed technical solutions and activities have been identified based on needs, challenges and opportunity analysis as well as consultations with future project stakeholders in the five provinces including government, FFS groups and cooperatives as well as private sector and NGO representative. The technical solutions also incorporate lessons learned from on-going and previous projects.	Moderate	Moderate

Mitigations: To continue securing technical soundness during project implementation IDA/EDA capacities have been assessed and activities requiring additional technical expertise and experience will be implemented with the support from service providers (e.g. FFS implementation in all provinces except for Bié, the activities with the San people, and support for supply chain and linkage to markets.		
Institutional Capacity for Implementation and Sustainability	Substantial	Substantial
Implementation Arrangements	Substantial	Substantial
Risk: Capacity of some of the implementing agencies is low. The ability to recruit and retain staff is weak and, as such, the rate of staff turnover tends to be high.	Substantial	Substantial
Mitigations: Undertake a capacity needs assessment and a corresponding capacity development plan in order to appropriately address the underlying capacity gaps. For the high staff turnover, the presence of a Single Coordination Unit becomes, especially, important; it provides expertise that continues to support projects until the vacant positions get filled.		
Risk: Lack of clear service provider arrangements has resulted in delays and suboptimal performance due to misaligned expectations and responsibilities.	Moderate	Moderate
Mitigations: Establish detailed contracts and agreements that outline the specific roles, responsibilities, and expectations of each service provider. This helps ensure everyone is on the same page. Set up regular meetings and communication channels to discuss progress, address issues, and align expectations. This can include weekly check-ins, status reports, and collaborative platforms.		
Risk: Non-competitive recruitment processes have sometimes resulted in the selection of less qualified personnel, affecting project performance.	Substantial	Substantial
Mitigations: Adopt a competitive recruitment process that includes advertising positions widely, using multiple channels to attract a diverse pool of candidates. Develop detailed job descriptions that clearly outline the required qualifications, skills, and experience for each position.		
Risk: Centralized decision-making by Institute of Agrarian Development (IDA) has led to delays and inefficiencies, as PMUs lacked the autonomy to make timely decisions.	Substantial	Substantial

Mitigations: · Empower Project Management Units (PMUs) with greater autonomy to make decisions within their scope. This can be achieved by delegating authority for certain types of decisions to PMUs. · Establish clear guidelines and decision-making frameworks that outline the boundaries within which PMUs can operate autonomously. This ensures consistency while allowing flexibility. · Provide regular training and capacity-building programs for PMU staff to enhance their decision-making skills and ensure they are well-equipped to handle their responsibilities. · Set up efficient communication channels between IDA and PMUs to facilitate quick consultations and approvals when needed. This can include dedicated liaison officers or communication platforms. · Implement performance monitoring systems to track the outcomes of decentralized decisions and ensure accountability. This helps identify areas for improvement and maintain quality standards. · Create feedback mechanisms that allow PMUs to report challenges and successes in their decision-making processes. This helps IDA understand the impact of decentralization and make necessary adjustments.		
Monitoring and Evaluation Arrangements	Substantial	Moderate
Risk: The institutional capacity to implement the Monitoring and Evaluation and Knowledge Management, and recruitment delays for M&E and KM specialists are of concern. Particularly, qualified M&E specialists from the domestic labour force are easily absorbed under an environment of increasing number of Development Programmes. This may translate into implementation delays for M&E and KM activities.	Substantial	Moderate
Mitigations: The project will kick-off with support from the teams of the other IFAD projects managed by IDA (in particular the SAMAP team), especially in monitoring and evaluation activities while the project recruits the M&E specialist. IDA will also ensure assessment of the project's capacity gap throughout its implementation period and devise mechanisms for capacity development while providing continuous support to the project in M&E and KM. Training for key project staff and annual refresher sessions on M&E, will be essential for developing local institutional capacities. The training package should comprise a module on Knowledge management.		
Project Financial Management	Substantial	Substantial
Project Organization and Staffing	Substantial	Substantial
Risk: Delays in recruitment of qualified and experienced financial management (FM) staff. Newly recruited FM staff may not have the relevant knowledge about IFAD's financial management procedures and delays in capacity building may negatively affect the project implementation and lead to ineffective internal controls and oversight management.	Substantial	Substantial
Mitigations: (i) Recruitment of FM staff on a competitive basis, subject to IFAD's no objection, and each staff member to complete the IFAD e-learning training within 3 months of date of appointment. IFAD to provide FM trainings and technical support at start-up and during the implementation; (ii) The annual performance evaluations to be based on set KPIs included in the PIM to ensure that staff capacity is maintained at an acceptable level. The extension of contracts will be based on satisfactory performance confirmed by performance evaluations.		
Project Budgeting	Substantial	Substantial

Risk: (i) Low budget credibility and weak control over financing sources during budget preparation may result in failure to absorb allocated funds and achieve targets or overspending on approved categories; (ii) Delays in preparation of annual budgets and a lack of effective budget monitoring, which may lead to delays in implementation.	Substantial	Substantial
Mitigations: (i) Preparing annual budgets in a timely manner, submitting them to IFAD no later than sixty (60) days before the beginning of the relevant year, and monitoring the budget at least quarterly to ensure that all implementation bottlenecks are resolved in a timely manner; (ii) Effective monitoring of available funds by category and preparation of budget taking into account the historical trend of exchange rate fluctuations and inflation level in the country to avoid overspending.		
Project Funds Flow/Disbursement Arrangements	Substantial	Substantial
Risk: (i) Lack of sufficient counterpart contributions to pay duties at early stages of the project may lead to liquidity issues and cross-financing; (ii) Late start-up due to capacity-related delays and fulfilment of disbursement conditions, including delays in opening the project bank accounts; (iii) Risk of inadequate FM capacity to properly manage the financial management tasks, including timely preparation and submission of Interim Financial Reports (IFRs) and Withdrawal Applications, which could lead to delays in disbursements and liquidity shortages.	Substantial	Substantial
Mitigations: (i) Upon entry into force of the financing agreement (FA) and based on the 18-month budget prepared at design, request the counterpart funds from the MoF to ensure that sufficient funds are available to pay duties on goods and equipment; (ii) Ensuring that FM positions are filled with sufficient capacity to perform required tasks and that the first disbursement conditions are fulfilled in a timely manner. If any capacity gaps are identified, capacity-building training should be organized.		
Project Internal Controls	Substantial	Substantial
Risk: (i) IDA is currently implementing two ongoing IFAD projects, however there are some weaknesses with regards to internal controls, asset, and oversight management, which may lead to ineligible expenditures and non-compliance with IFAD procedures; (ii) The Government internal audit agency does not have the sufficient capacity to conduct internal audits and follow up on audit recommendations. They may also not be able to issue acceptable reports; Lack of adequate internal audit arrangements, timely internal audits and effective follow-up on internal audit findings may increase the risk of funds not being used for their intended purposes.	Substantial	Substantial
Mitigations: (i) Development of a comprehensive FM Manual with internal control arrangements including sections for eligibility of expenditures, segregation of duties, approval lines, required supporting documentation, asset and fuel management, and IFAD's anti-corruption policy; Development of capacity building plan to improve the capacity of FM staff; Implementation support during the implementation and semi-annual supervisions by the PMU, Bie or Luanda Sul. (i) The internal audits will be carried out semi-annually by the internal auditor who is performing the audits for the ongoing IFAD portfolio and the status of the audit recommendations to be included in the quarterly interim financial reports;		
Project Accounting and Financial Reporting	Substantial	Substantial

Risk: (i) SIGFE, the government accounting software will not be able to generate reliable financial information and reports as per the project activities and IFAD requirements; (ii) Risk of delays in submission of quarterly IFRs and unaudited financial statements.	Substantial	Substantial
Mitigations: (i) Ongoing IFAD projects are using the PHC CS advanced Africa accounting system, which is adequate as per IFAD's requirements. PRODESA will be using the same accounting software under the same license. Installation of the software will be the first disbursement condition; (ii) Project's annual financial statements will be submitted to IFAD within four months after the financial year-end and the quarterly IFRs will be submitted to IFAD within 30 days after the quarter end.		
Project External Audit	Substantial	Substantial
Risk: (i) Supreme Audit Institution (Tribunal de Contas de Angola) does not carry out audits consistently and comprehensively. There is a lack of risk-based approach in PFM systems and information about the scope and the methodology of audits carried out by the Supreme Audit Institution (SAI); (ii) Risk of late submission of audit reports and insufficient coverage by auditors, which may lead to non-compliance with the IFAD General Conditions.	Substantial	Substantial
Mitigations: (i) The project's financial statements to be audited by an independent audit firm acceptable to IFAD in accordance with international standards on auditing (ISA); (ii) Early engagement of external audit firm and the submission of audit reports to IFAD within 6 months after the end of each financial year; (iii) The audit TORs to be cleared by IFAD. A well-defined audit scope that targets the specific areas where risks are most likely to be present.		
Project Procurement	Moderate	Moderate
B.1 Assessment of Project Complexity	Moderate	Moderate
Risk: The Project covers a wide catchment area consisting of 3 provinces which are difficult to access. It involves a few implementing partners. Some components of the project involve procurement of works/infrastructure which are complex and require scheduling. There are challenges of weak governance and socio-economic inequalities. The environment and social category for the project is moderate while climate risk is rated as substantial.	Moderate	Moderate
Mitigations: Project to carry out adequate planning and coordination to facilitate efficient implementation in the various regions and among implementing partners. Procurement of high value and complex contracts will be carried out by the PMU procurement unit, and it will be closely monitored. Implementation of procurement by IP's will be limited to non-complex items. Government should sustain reforms in strengthening governance and institutional capacity, diversifying the economy and promotion of equity and inclusion. The Project will implement mitigation measures in accordance with IFAD's SECAP procedures and the SECAP guide for SPO/procurement.		
B.2 Assessment of Implementing Agency Capacity	Substantial	Substantial

Risk: The IA has notable weaknesses in procurement planning, contract management, staff capacity and records management. The IA does not have a Procurement Strategy to address the project complexity, IA's internal capacity and experience as well as market supply capacity and risks. There are no approval thresholds for contract amendments. There are no contract management plans in place for complex and high value contracts, there are no procedures to guide contract variations and procurement thresholds are discretionary. There are key procurement and contract information missing from files such as contract awards, and contractual correspondence. The procurement staff of the IA do not have adequate experience in procurement of donor funded projects, and	Substantial	Substantial
Mitigations: A PPS has been developed during design of the project. The Project should update it on an annual basis. It should put a contract management system in place and also a document management system. Maintain consolidated procurement files with contract management records. Retain copies of contractual correspondence on file following the checklist in the IFAD Handbook Module B. A Procurement Unit to be established for the Project and be staffed with qualified and experienced Procurement Officer and an Assistant. and support them to enroll for the IFAD BUILDPROC course to build skills on good procurement practices and familiarize themselves with IFAD procurement procedures.		
Project Procurement Overall	Moderate	Moderate
Risk: There are no SBD's for use in ICB and consulting services. The law does not distinguish consulting services from other services. There is a risk that quality does not take precedence in the procurement and evaluation of consulting services. There is no end-to-end procurement system. The Procurement Regulatory Agency lacks autonomy and there is possible conflict of interest between its the functions and powers. Procurement is not recognized as a career in the civil service. The internal and external control framework is weak which may jeopardize achieving value for money. There is limited scrutiny of public procurement processes and decisions by citizens and Civil Society Organizations. This may threaten the integrity of public procurement system and pose a risk to achieving value for money. Project area is geographically spread across 3 provinces and it involves a number of implementing partners. Some components of the project involve procurement of works/infrastructure which are complex and require scheduling. The project is classified with substantial SECAP risks. The IA does not have a Procurement Strategy to address the project complexity, IA's internal capacity and experience as well as market supply capacity and risks. The IA lacks professionally qualified staff in procurement. There is absence of a contract management system. There are no approval thresholds for contract amendments and information regarding contract awards is limited. There are gaps in record keeping as some files do not contain all the required documents. Original contracts are stored on open files and not in a fire-proof place.	Moderate	Moderate

Mitigations: A full set of SBDs should be developed. In the meantime, the Project shall use the IFAD SBDs. Project to use IFAD OPEN system to process procurement activities. Increase funding to both the Procurement Regulatory Agency and the Court of Auditors to enable them to carry out their functions effectively. In collaboration with relevant stakeholders, SNCP should develop the curriculum for training and certification of procurement cadre. Adequate planning to ensure efficiency of project implementation across different regions. The implementation of high value and complex contracts will be closely monitored. Procurement capacity to be strengthened by engaging skilled procurement staff at PMU. Procurement for the project will be centralized at the PMU level. Staff to be enrolled in IFAD BUILDPROC training and other procurement related training. Project to follow PPS prepared at project design and to update the same annually. Ensure an effective contract administration and management system. Project to maintain an updated record of all contracts in CMT. Original contracts should be secured in the Procurement Unit in secured office storage.		
A.1 Legal, Regulatory and Policy Framework	Substantial	Substantial
Risk: The procurement legal framework has established the main methods of procurement for goods, services and works, and the conditions for their use. However, the law does not distinguish consulting services from other services and it does not provide selection methods for consulting services. Evaluation of consulting services is therefore subjected to the same procedure as goods and other services. There is a risk that the assessment of quality as the most critical factor for selection of consulting services may not be accorded due regard in the evaluation process. There is no Standard Bidding Document for international competitive bidding as the same document is used for both NCB and ICB. e-procurement has not yet been implemented although the law prescribes rules for the operation and use of electronic platforms by the public contracting entities. The roles and responsibilities of the Procurement Regulatory Agency are well defined but the Agency is not autonomous. There is possible conflict of interest between the functions and powers of SNCP. For example, the role of reviewing and clearing procurement transactions of all Procuring Entities under "power" conflicts with "functions" of regulation, monitoring, and oversight and complaints handling. Procurement is not recognized as a career in the civil service. The internal and external control framework is weak. The Court of Auditor carries out its audits in a yearly cycle as set out in the applicable regulations but due to personnel and resource shortage not every contracting entity is covered each year. Although internal audit should be a continuous process, the IGF lacks resources and capacity in procurement and its reviews are not consistent and systematic. Although the SNCP has a reasonable level of capacity, it conducts few post-reviews for contract entities every year due to resource constraints. There is limited scrutiny of public procurement processes and decisions Civil Society Organizations. This may threaten the integrity of public procurement system and pose a risk to achieving value for money.	Substantial	Substantial

Mitigations: A full set of SBDs should be developed. In the meantime, the Project shall use the IFAD SBDs. Fully automate all procurement processes to increase transparency. Publish all procurement opportunities and contract awards in the Public Procurement Portal in order to centralize and allow free access to public procurement information by all stakeholders. Project to use IFAD OPEN system to process procurement activities. Increase funding to both the Procurement Regulatory Agency and the Court of Auditors to enable them to carry out their functions effectively. In collaboration with relevant stakeholders, SNCP should develop the curriculum for training of procurement cadre and implementing mechanisms for certifying the specialists within contracting authorities responsible for conducting public procurement. Use of the project website to publish procurement opportunities and contract awards to make information available for performance monitoring. Establish contract management plans and systems to implement contracts in line with good procurement practice. Arrange periodic stakeholder/supplier conferences. Periodically update project procurement strategies to identify emerging trends and risk mitigation measures. Ensure the project is audited annually by external independent auditors.		
A.2 Institutional Framework and Management Capacity	Substantial	Substantial
Risk: The roles and responsibilities of the Procurement Regulatory Agency are well defined but the Agency is not autonomous. There is possible conflict of interest between the functions and powers of SNCP. For example, the role of reviewing and clearing procurement transactions of all Procuring Entities under “power” conflicts with “functions” of regulation, monitoring, and oversight and complaints handling. Procurement is not recognized as a career in the Civil Service.	Substantial	Substantial
Mitigations: Increase funding to both the Procurement Regulatory Agency to enable it to carry out its functions effectively. In collaboration with relevant stakeholders, SNCP should develop the curriculum for training of procurement cadre and implementing mechanisms for certifying the specialists within contracting authorities responsible for conducting public procurement.		
A.4 Accountability, Integrity and Transparency of the Public Procurement System	Moderate	Moderate
Risk: The internal and external control framework is weak. The Court of Auditors carries out its audits in a yearly cycle as set out in the applicable regulations but due to personnel and resource shortage not every contracting entity is covered each year. Although internal audit should be a continuous process, the IGF lacks resources and capacity in procurement and its reviews are not consistent and systematic. Although the SNCP has a reasonable level of capacity, it conducts few post-reviews for contract entities every year due to resource constraints. There is limited scrutiny of public procurement processes and decisions Civil Society Organizations. This may threaten the integrity of public procurement system and pose a risk to achieving value for money.	Moderate	Moderate
Mitigations: Ensure the project is audited annually by external independent auditors.		
A.3 Public Procurement Operations and Market Practices.	Moderate	Moderate

Risk: Procurement decisions not based on market analysis and risks due to absence of market scoping to determine procurement planning strategy. There are no approval thresholds for contract amendments and information regarding contract awards is limited. The private sector is not adequately sensitized to effectively participate in public procurement opportunities hence impacting competition and value for money.	Moderate	Moderate
Mitigations: Adopt a risk-based approach to procurement planning and develop a project procurement strategy to guide procurement planning. Ensure an effective contract administration and management system. Project to maintain an updated record of all contracts in CMT. Use of the project website to publish procurement opportunities and contract awards to make information available for performance monitoring. Establish contract management plans and systems to implement contracts in line with good procurement practice. Arrange periodic stakeholder/supplier conferences. Periodically update project procurement strategies to identify emerging trends and risk mitigation measures.		
Environment, Social and Climate Impact	Substantial	Low
Biodiversity Conservation	Moderate	Low
Risk: Angola faces loss of natural habitats due to agricultural expansion, mining, slash and burn practices and deforestation, which threatens the ecosystems that support biodiversity. As more land is cleared for farming, critical habitats for wildlife and plant species are destroyed, leading to a decline in biodiversity. Additionally, unsustainable farming practices, such as overgrazing and excessive use of synthetic chemical inputs, can degrade the land and water resources, negatively impacting species diversity and the health of ecosystems. The introduction of monoculture farming also poses a risk by reducing the variety of plant species, which can disrupt ecological balance and reduce the resilience of agricultural systems. Climate change exacerbates these risks by altering habitats and making ecosystems more vulnerable to invasive species, pests, and diseases, further threatening biodiversity.	Moderate	Low
Mitigations: Mitigations: To mitigate biodiversity conservation risks, the PRODESA project will implement a range of sustainable practices. First, promoting agroforestry and integrating trees into agricultural systems to support habitats while providing additional benefits such as soil stabilization and water conservation. Sustainable soil management practices, including crop rotation, intercropping, and alternatives to synthetic chemical inputs (biological pest control, organic fertilizers), will protect biodiversity, preserve soil health and prevent degradation of ecosystems. Avoiding agricultural activities in protected areas and their buffer zones and establishment of community forest areas in agricultural landscapes will conserve critical habitats and connectivity for wildlife. FFS and APFS will include awareness-raising among farmers and communities about the importance of biodiversity conservation to ensure the sustainability of these mitigation measures. Lastly, monitoring biodiversity indicators regularly will allow the project to assess the effectiveness of conservation efforts and adapt strategies as needed.		
Risk: Risque que le projet puisse causer des menaces importantes à la biodiversité ou la perte de celle-ci, mais aussi en ce qui concerne la disponibilité d'aliments nutritifs diversifiés, les écosystèmes et les services écosystémiques, les territoires des peuples autochtones, ou l'utilisation/la production non durable des ressources naturelles vivantes.	Moderate	

Mitigations: Default mitigation text		
Resource Efficiency and Pollution Prevention	Moderate	Low
Risk: Risk(s): Increase in agricultural production including the production intensity could be based on resource use inefficiency and synthetic agrochemicals causing pollution and risks to biodiversity, soil health, aquatic ecosystems and as such the long-term agricultural productivity. The availability of water resources is high in most of the provinces covered by the project except in Cuando Cubango south, however with adoption of irrigation technologies efficient use of water resources needs to be ensured. Poor water management practices may periodically deplete local water sources. Inefficient energy use, particularly in the mechanization of agriculture, may contribute to higher greenhouse gas emissions, exacerbating the impacts of climate change. Improper waste management from farming activities, including the disposal of pesticide containers and organic waste, can increase pollution levels and pose health risks to both humans and wildlife.	Moderate	Low
Mitigations: : The PRODESA project will promote sustainable resource management practices in FFS and APFS. In terms of water use, implementing efficient irrigation techniques such as drip irrigation or rainwater harvesting will reduce water wastage and ensure more sustainable water usage. Encouraging the adoption of integrated pest management (IPM) and organic farming practices will minimize reliance on chemical inputs, thereby reducing soil and water contamination. The use of bio-fertilizers and composting will also enhance soil fertility while mitigating pollution risks. To address energy inefficiency, the project will promote the use of renewable energy sources, such as solar-powered irrigation pumps, which will reduce greenhouse gas emissions and lower the project's carbon footprint. Proper waste management systems will be established to ensure the safe disposal of hazardous materials, such as pesticide containers, and the composting of organic waste. Training and capacity-building initiatives will be conducted as part of FFS/APFS and business development services to raise awareness among farmers about resource efficiency and pollution prevention strategies, ensuring long-term sustainability of agricultural and business practices. The project will encourage the adoption of circular economy principles to maximize resource use and minimize waste throughout the agricultural value chain.		
Cultural Heritage	Moderate	Low
Risk: There is a very low risk that PRODESA will be implemented in areas of cultural heritage sites where it could cause loss of resources of historical, religious or cultural significance. The risk that women may be prevented from participating due to patriarchal norms is also low, as the project will sensitize communities on the benefits of women participation using GALS	Moderate	Low
Mitigations: The targeting strategy will ensure that PRODESA will not target cultural heritage sites for its interventions. The strategy will also ensure that women are directly involved in project activities and to benefit from participation. The M&E system will collect gender and age disaggregated data to monitor the performance of the targeting strategy.		
Indigenous People	Moderate	Moderate

Risk: There is potential risk that PRODESA may cause physical, social, or economic impacts on indigenous peoples, or in threats to or the loss of resources of historical or cultural significance to them. Minority ethnic tribes exist in Cuando Cubango , consisting of the San , estimated to account for 0.1 per cent of Angola population and located in Huila and Cunene, Moxico and Cuando Cubango	Moderate	Moderate
Mitigations: PRODESA has incorporated a small subcomponent for the San people to make sure they are not left behind starting with a community planning process applying the FPIC principles. Project activities will only be done with them after their consent and ensuring alignment with their culture and aspirations. In general, the role out of the project in all communities starts with an inclusive participatory planning process to seek consensus on what project activities they want to engage in and how they want to/are organised in FFS/APFS groups and cooperatives with whom capacity building and investment will be made. An ethnic minority plan will be developed by an independent consultant and will define the costs, roles and responsibilities, monitoring and evaluation of the measures to be taken within the project. It will confirm the grievance redress mechanism in place. The plan will be approved by IFAD. The ethnic minority plan will outline the actions and recommend measures responding to the ethnic minorities' needs and barriers, including the need for the free, prior and informed consents.		
Labour and Working Conditions	Moderate	Low
Risk: Young labour- force consisting of men and women have been forced to migrate to urban areas in search of better opportunities, due to lack of services, economic opportunities and connectivity in rural areas and climate shocks. The elderly, child-headed households and people living with HIV/AIDS that are dependent on such labour have become more vulnerable to climate change and drought impacts..	Moderate	Low
Mitigations: PRODESA will act as an incentive for the young men and women to return to the villages and engage in project activities to increase their incomes, food and nutrition security. There will be creation of employment through the construction of infrastructure and employment in agriculture.		
Community health, safety and security	Moderate	Moderate
Risk: Angola is vulnerable to outbreaks of malaria, cholera, zika. Communicable diseases account for 50% of recorded mortality. Malaria is a public health concern, and a major cause for morbidity, mortality and loss of production More than half the population has inappropriate latrines; almost a third of the population practice open defecation. Three quarters of the population in rural areas lack safe drinking water sources. The high level of malnutrition is a concern. The project area also has landmines that are in general well mapped.	Moderate	Moderate
Mitigations: PRODESA will promote nutrition sensitive agriculture, supply safe drinking water and sanitation facilities and collaborate with partners to raise awareness on communicable diseases. PRODESA will work with Government mines agency to ensure project activities will not take place in sections with known presence or risk of land mines. The project participants will be trained in landmine safety measures to ensure safety of community and field teams.		
Physical and Economic Resettlement	Moderate	Low

Risk: No risk envisaged	Moderate	Low
Mitigations: Default mitigation text		
Greenhouse Gas Emissions	Low	Low
Risk: Agricultural activities, particularly those involving livestock production, deforestation, and the use of chemical fertilizers, are major sources of GHG emissions, including methane (CH ₄), nitrous oxide (N ₂ O), and carbon dioxide (CO ₂). Deforestation for agricultural expansion leads to the loss of carbon sinks, as trees and forests that absorb CO ₂ are removed. Use of synthetic fertilizers and poor soil management practices increase nitrous oxide emissions, a potent greenhouse gas. Livestock, especially cattle, contribute to high levels of methane emissions through enteric fermentation. Furthermore, the use of fossil fuel-powered machinery in farming and transportation increases CO ₂ emissions, further exacerbating climate change impacts.	Low	Low
Mitigations: : To mitigate the risks associated with GHG emissions, the PRODESA project will implement several agricultural practices aimed at reducing emissions and enhancing carbon sequestration. Agroforestry and reforestation efforts can help restore carbon sinks by planting trees, while preserving existing forests will prevent further emissions from deforestation. The project will promote conservation agriculture techniques in FFS, such as minimal tillage, crop rotation, and cover cropping combined with the use of compost, to improve soil health and soil carbon, and reduce the need for synthetic fertilizers, thereby cutting down on nitrous oxide emissions. To reduce emissions from livestock, the project will introduce improved livestock management practices, such as optimizing feeding regimes to reduce methane production and rotational grazing to prevent land degradation. The project will promote the use of renewable energy sources, such as solar-powered equipment, and encouraging energy efficiency in farming operations.		
Vulnerability of target populations and ecosystems to climate variability and hazards	Substantial	Substantial
Risk: Risk(s): The target populations and ecosystems in the PRODESA project areas are highly vulnerable to climate variability and hazards, posing significant risks to livelihoods, food security, and environmental sustainability. Droughts are a frequent hazard, particularly in the southern regions, leading to water scarcity, crop failures, and the loss of livestock. This threatens the food security of smallholder farmers who rely heavily on rain-fed agriculture. In contrast, flooding during intense rainy seasons can result in soil erosion, the destruction of crops, and damage to critical infrastructure, further disrupting agricultural activities. Climate variability also leads to unpredictable weather patterns, which complicate planting schedules and reduce agricultural productivity, increasing the vulnerability of the already marginalized rural populations. Ecosystems such as forests, wetlands, and grasslands are increasingly degraded due to deforestation, unsustainable farming practices, and the loss of biodiversity, which reduces their capacity to buffer climate impacts. This degradation heightens the exposure of both communities and ecosystems to the impacts of climate hazards, such as extreme heat, storms, and changing rainfall patterns.	Substantial	Substantial

Mitigations: Mitigations: Mitigation Measures To mitigate the risks posed by climate variability and hazards, the PRODESA project will adopt an integrated approach that strengthens the resilience of both target populations and ecosystems. Climate-smart agriculture practices should be promoted to reduce vulnerability to drought and other climate shocks. These include the use of drought-tolerant crop varieties, improved irrigation techniques such as drip irrigation, and water conservation strategies like rainwater harvesting. To prevent flood damage, soil conservation techniques such as terracing, contour farming, and the construction of drainage systems should be implemented to reduce runoff and erosion. Ecosystem-based approaches, including reforestation and agroforestry, will restore degraded landscapes, enhance biodiversity, and increase the capacity of ecosystems to mitigate the effects of extreme weather events. Strengthening early warning systems for extreme weather, along with providing real-time climate information to farmers, will help communities better anticipate and respond to climate variability. Building disaster-resilient infrastructure, such as elevated grain storage facilities and reinforced irrigation systems, will protect livelihoods during climate hazards. Community training and capacity building on climate risk management will empower local populations to adopt adaptive practices and ensure the long-term sustainability of both agricultural and ecosystem-based interventions.		
Stakeholders	Moderate	Moderate
Stakeholder Engagement/Coordination	Moderate	Moderate
Risk: Risk(s): Effective stakeholder engagement and coordination are critical for the success of the PRODESA project, but there are several risks that could undermine this process. One key risk is lack of communication and collaboration between various stakeholders, including government agencies, local communities, non-governmental organizations (NGOs), and private sector actors. Poor coordination may lead to overlapping responsibilities, delays in project implementation, and inefficient use of resources. Another risk is limited participation from local communities, particularly marginalized groups such as women, youth, and indigenous populations, which could result in interventions that do not align with local needs and priorities. The fragmentation of institutional roles and the absence of clear leadership may hinder the establishment of effective partnerships, leading to gaps in service delivery and a lack of accountability. There is also the risk that stakeholders may have conflicting interests or priorities, creating friction and slowing down decision-making processes. Insufficient capacity among local stakeholders, such as farmer groups or local authorities, can hinder meaningful engagement and their ability to contribute to the project's success.	Moderate	Moderate
Mitigations: The PRODESA project will develop a comprehensive stakeholder engagement strategy that clearly outlines roles, responsibilities, and channels for communication among all parties involved. Regular multi-stakeholder meetings should be held to ensure open dialogue, share updates, and align objectives across different groups. Establishing a central coordination body or appointing a dedicated project coordinator will help streamline activities and prevent duplication of efforts. To ensure inclusive participation, the project should prioritize engagement with marginalized groups by creating specific platforms for women, youth, and indigenous populations to voice their needs and contribute to decision-making processes. Capacity-building initiatives for local stakeholders, including training programs and workshops, will empower them to actively participate and take ownership of the project's interventions. Conflict resolution mechanisms should be put in place to address any disagreements that arise between stakeholders, ensuring that differing interests are managed constructively. Collaborative frameworks or memorandums of understanding (MOUs) should be established to formalize partnerships and maintain accountability among stakeholders throughout the project's lifecycle. By fostering transparent and inclusive stakeholder engagement, the project can reduce the risks associated with coordination challenges and ensure successful implementation.		
Stakeholder Grievances	Moderate	Moderate

Risk: Escalation of unresolved grievances can lead to dissatisfaction and a breakdown of trust between stakeholders, particularly between local communities and project implementers. If stakeholders, especially vulnerable groups such as smallholder farmers, women, and youth, feel their concerns are not being addressed, it may lead to opposition or resistance to the project's activities, causing delays in implementation or, in extreme cases, project abandonment. Lack of transparency in decision-making and resource allocation may lead to perceptions of unfair treatment, exacerbating tensions among stakeholders. Conflicting interests between different group such as community members, government bodies, and private sector actors could also result in disputes if not properly mediated. These grievances, if left unmanaged, can damage the project's reputation, strain relationships, and lead to a loss of local support.	Moderate	Moderate
Mitigations: PRODESA project will establish a grievance redress mechanism (GRM) that is accessible, transparent, and responsive to the concerns of all stakeholders. This mechanism will include clear procedures for submitting, reviewing, and addressing grievances in a timely manner, with dedicated personnel assigned to handle grievances at both community and project levels. Regular stakeholder consultations will be conducted to allow community members and other stakeholders to raise concerns and receive feedback on project progress. Ensuring transparency in decision-making and resource allocation by sharing information openly with all stakeholders can reduce the likelihood of perceived injustices and build trust. Capacity-building initiatives should be implemented to train local stakeholders on conflict resolution and grievance management, empowering them to address issues locally before they escalate. By promoting inclusive participation and ensuring that marginalized groups are actively engaged in the grievance process, the project can ensure that all voices are heard and respected.		

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex 11: Country Level Policy Engagement

Mission Dates: 12/08/2024 30/08/2024

Document Date: 16/04/2025

Project No. 2000003951

Report No. 7128-AO

East and Southern Africa Division
Programme Management Department

Annex XI. Country Level Policy Engagement

This annex represents a critical space for analyzing policy issues that the project would help tackle, following the CLPE Theory of Change. It provides explicit policy analysis, including the articulation with the policy challenges identified at the COSOP level.

Objectives

The primary objectives of this annex are to:

1. **Identify Key Policy Issues:** Analyze the policy issues that the project aims to address.
2. **Align with COSOP:** Ensure that the policy analysis aligns with the challenges identified at the COSOP level.
3. **Guide Interventions:** Provide a framework for targeted interventions based on the CLPE Theory of Change.

Policy Analysis

The policy analysis should include:

4. **Capacity Building:** Enhance the skills and capabilities of institutions responsible for overseeing and supporting PRODESA activity implementation. This will be guided by a capacity needs assessment and a corresponding capacity development plan.
5. **Policy Support:** Support identified policy areas such as shifting cultivation and bush burning regulations, land governance, titling, and the assignment of forest land-use rights to nomadic peoples. The aim is to create an enabling environment during and after PRODESA implementation.

Measures for Institutional Strengthening and Policy Support

To strengthen the agriculture sector in Angola, several measures can be taken:

6. **Capacity Building:** Enhance the skills and capabilities of agricultural institutions through training programs for government officials, extension workers, and farmers on modern agricultural practices, climate-smart agriculture, and sustainable farming techniques.
7. **Policy Reform:** Implement comprehensive policy reforms to create a more conducive environment for agricultural development. This involves revising existing policies to support smallholder farmers, improve land tenure security, and promote investment in agriculture.
8. **Research and Development:** Invest in agricultural research to develop and disseminate new technologies and practices that can increase productivity and resilience. Establish partnerships with international research institutions and universities.
9. **Market Access and Infrastructure:** Improve infrastructure such as roads, storage facilities, and irrigation systems to enhance market access for farmers. Develop policies that facilitate better access to markets and fair pricing for agricultural products.

10. **Financial Support and Incentives:** Provide financial support and incentives to farmers, such as subsidies, low-interest loans, and grants. This can help farmers invest in better inputs, equipment, and technologies.
11. **Strengthening Cooperatives and Farmer Organizations:** Support the formation and strengthening of cooperatives and farmer organizations to improve collective bargaining power, access to inputs, and market opportunities.
12. **Monitoring and Evaluation:** Establish robust monitoring and evaluation systems to track the progress of agricultural programs and policies. This helps in making data-driven decisions and ensuring accountability.

By focusing on these areas, Angola can build a more resilient and productive agricultural sector, contributing to food security and economic growth.

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex 15: Phase assessment criteria

Mission Dates: 12/08/2024 30/08/2024

Document Date: 16/04/2025

Project No. 2000003951

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East and Southern Africa Division
Programme Management Department

Annex X. Phase Assessment Criteria

As explained in the main text, the decision to move to the second phase will be based on discussions with the Government about their updated priorities based on changes to local context, as well as the performance of the project during the first phase.

The assessment will take place during a dedicated interphase mission conducted during the final year of the first phase. This IFAD-led mission will involve consultations with the Government, beneficiaries and other stakeholders about the updated prioritised, changes in context and project performance. Key stakeholder to be involved will be the PMU, other ministries, implementing partners, and other donor partners operating in the project areas. The IFAD Team will comprise of specialist in key technical areas and mainstreaming themes (particularly nutrition given the project is Nutrition Sensitive). The subsequent supervision mission report will provide recommendations for whether to move to the second phase and for how this second phase should be shaped.

The assessment criteria to be assessed are outlined in Table 1 below. The quantitative outcome performance indicators will be measured as part of a completion survey for the first phase to be completed six months before the completion of the first phase. In the table, a threshold of 70% of the pre-defined logframe target has been achieved, given that the assessment of these indicators will be done before the project completion.

These criteria are informed by the following guiding questions:

- *What does a successful first phase look like?* A successful first phase should reflect both strong project management as well as effectiveness. The activities will have been implemented in a timely manner and should have achieved the targets for key output and outcome indicators included in the logframe.
- *What fundamental elements are needed to start implementing the subsequent phase?* The second phase will involve consolidating production-related support across the five provinces, and expanding commercialisation-related support to the areas of the five provinces not covered under the first phase. Thus, the fundamental elements for a second phase are firstly that the production-related support under the first phase has been sufficiently rolled-out and achieved the desired productivity outcomes so that beneficiaries are adequately prepared for the consolidated production support under the second phase. In addition, to prepare beneficiaries for additional commercialisation-related support under the second phase, again it requires that the first phase had the desired outcomes for production (so that farmers have the desired surplus to sell at required quantity and quality), and that Producer Organisation have been adequately capacitated and professionalised so that they are well placed to take advantage of the commercialisation-related support under the second phase.

Table 1. Assessment criteria and rationale

Criteria	Rationale	Means of measurement
Are the project objectives still relevant in the current context?	Informs decision about whether it is still worthwhile to continue with the current project focus based on changes to context and Government priorities. Also allows for insights on the specific shape of the support provided in the second phase.	Discussions with Government, beneficiaries and other key stakeholders
70% of target achieved at assessment point for the following logframe indicators:		
- Disbursement ratio (%)	Indicator of project management performance.	IFAD systems
- Persons receiving services promoted or supported by the project (incl. specific targets for women and youth) (#)	Key performance indicators to justify moving to a second phase. These are a mix of output and outcome indicators that show whether the project was rolled-out in a timely manner, was able to reach the desired beneficiaries, and achieved the desired outcomes that would pave the way for the roll-out of the second phase.	Project M&E system
- Households reporting an increase in production (%)		Phase 1 Completion Survey
- FFS graduated into cooperatives ready for commercial farming (#)		Project M&E system
- Rural Producer Organisations reporting an increase in sales (#)		Phase 1 Completion Survey
- Persons trained in production practices and/or technologies (#)		Project M&E system

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Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex: Annex 6d Secap Procurement Plan Sept 2024

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Sustainable Dry Ecosystems Livelihoods project

Integration of SECAP risks into Procurement plans

Document Date: 23/09/2024

Project No. 2000003951

East and Southern Africa Division
Programme Management Department

Introduction

This document provides indication to the SPO on the SECAP risks to be incorporated into procurement plans. While the general integration of SECAP requirements into procurement documents is described into ANNEX 4, Volume 1 of the SECAP, the project specific risks are as identified by the SECAP online tool. The ES specialist has identified, through the SECAP environmental and social screening checklist, the issues in the table below that need to be mitigated through procurement. In case the SPO has ambiguity as to the guidance provided by the ES specialist in the rightmost column of the below Results Table, then the SPO will need to collaborate with the ES specialist and relevant members of the PDT in order to reach an agreement as to how these ES issues can be dealt with best through procurement mitigation measures that the Borrower must be required to put in place with respect to procurement parameters like:

1. Technical Specifications
2. Bidder Qualification
3. Bid Evaluation Criteria
4. Contract Clauses

For Example, if use of harmful types of pesticide is an issue in the project area, then it can be dealt with through the specifications of the pesticide and both the ES specialist and the SPO will agree that the project will use a "WHO-FAO approved pesticide and that WHO-FAO codes for safe labelling, packaging, handling, storage, application and disposals of pesticide are respected". If the project involves work in a sensitive cultural heritage area or an area where biodiversity is to be protected, then the successful past experience of the contractor in working in such zones is critical and the ES specialist will select "Bidder qualification" and "Bid Evaluation Criteria". If labour conditions or indigenous peoples' rights are often compromised in the project's area, then the ES specialist may select "Contract Clauses" and give whatever further guidance is possible for SPO. If deforestation or extensive use of natural resources in the project area is an issue identified by the ES specialist, then the ES specialist will chose "specifications" and "Bid Evaluation Criteria" and agree with the SPO to specify legally-harvested timber (or timber certified with the relevant label) and agree as to the evaluation criteria to be used to promote resource efficiency (e.g. evaluation criteria to favour energy efficient pumps, efficient transformer sub-stations, fuel saving equipment etc.).

The ES specialist, relevant members of the PDT and the SPO will need to consult together and pool their collective expertise in the various disciplines in order to arrive at the right mitigation measures to be reflected in the PRM. In this manner downstream work by the SPO in prescribing the project requirements for the Procurement Plan (PP) and PDR are facilitated and can be readily reflected in the PIM and the choice of bidding documents and contract provisions.

Environmental and Social Safeguards			
Resource Efficiency and Pollution Prevention	Risk Rating	Consequence	Guidances for SPOs
2.1 Could the project involve or lead to the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	Low	Negligible No proposed release of routine or non-routine pollutants.	Bidding documents will describe national environmental laws. Encourage use of eco-labelled products and use of WHO/FAO approved products. Use of IFAD standard SECAP clauses in contracts to ensure the supply, proper management and disposal and incorporate well designed and functional waste management for post-harvest facilities where necessary.
2.4 Could the project involve or lead to significant consumption of raw materials, energy, and/or water?	Moderate	Minor The project will require consumption of raw materias, energy, and/or water, but this will be a small component of the project, and impacts can be appropriately managed.	Procurement of efficient irrigation technology (drip irrigation) and renewable energy for pumping water (solar power)
2.5 Could the project involve or lead to significant extraction, diversion or containment of surface or ground water (e.g. construction of dams, reservoirs, river basin developments, groundwater extraction)?	Moderate	Minor The project only needs a minimal amount of water. This can be obtained from existing sources, without the need for extension.	The selection and design of water facilities should be preceded by an impact assessment on the sustainable availability/potential of water in the area to avoid adverse environmental impacts. Bidding documents to require bidders to have permits for water abstraction from surface water bodies. Procurement of efficient irrigation technology (drip irrigation) to minimise significant extraction of ground water.
2.6 Could the project involve inputs of fertilizers and other modifying agents?	Moderate	Minor The project only requires minimal amounts of fertilizer	Specifications of fertilisers during procurement process will be required in line with SECAP safeguard standards.

Environmental and Social Safeguards			
2.7 Could the project involve or lead to procurement, supply and/or result in the use of pesticides on crops, livestock, aquaculture or forestry?	Moderate	Minor The project only requires minimal amounts of pesticide.	The project might supply or procure pesticides that contain active ingredients that are banned or restricted under applicable international treaties and agreements, or meet the criteria of carcinogenicity, mutagenicity or reproductive toxicity as set forth by relevant international agencies. Specifications of pesticides during procurement process will be required in line with SECAP safeguard standards.
Cultural Heritage	Risk Rating	Consequence	Guidances for SPOs
3.2 Could the project directly or indirectly affect indigenous peoples' rights, lands, natural resources, territories, livelihoods, knowledge, social fabric, traditions, governance systems, and culture or heritage (tangible and intangible)?	Moderate	Minor Minor impact to indigenous population. No damage to/or loss of access to indigenous land, assets, resources, and/or cultural heritage.	Bidding documents will require compliance with national laws pertaining to indigenous peoples supplemented by SECAP standard 4.
indigenous peoples	Risk Rating	Consequence	Guidances for SPOs
4.5 Could the project lead to impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	Moderate	Moderate The project would be more profitable if it had a commercial component, but this is not necessary.	Bidding documents will require compliance with national laws pertaining to indigenous peoples supplemented by SECAP standard 4
Community Health, Safety and Security	Risk Rating	Consequence	Guidances for SPOs
6.4 Could the project involve or lead to the construction or rehabilitation of dams?	Moderate	Minor The project involves the rehabilitation of dam(s) and/or reservoir(s) meeting at least one of the following criteria: - less than 10 metre high wall; - less than 300m long crest; or - less than 1 million m3 reservoir capacity.	Bidding documents will require compliance with national safety rules supplemented by SECAP standard 6 and informed by the overall project ESCMF
6.7 Could the project lead to the potential for gender-based violence, including sexual harassment, exploitation and abuse, as a result of labour influx, land redistribution, or other actions that alter community dynamics?	Moderate	Minor Minor changes to community dynamics. Resulting serious recorded cases of gender-based violence and/or sexual exploitation. Gender-based violence protocols in place.	Bidding documents will require compliance with national safety rules supplemented by SECAP standard 6 and informed by the overall project ESCMF. IFAD Policy to preventing and responding to sexual harassment, sexual exploitation and abuse and mandatory references to safe policies will be included in the bidding documents and contracts. In the event of any major works the contractor will be expected to have an expert on GBV.
Physical and economic resettlement	Risk Rating	Consequence	Guidances for SPOs

Environmental and Social Safeguards			
7.4 Could the project result in impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	Moderate	Minor The project will result in minor impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights. Legal recourse and other forms of arbitration/conflict resolution are available.	Bidding documents will require compliance with national rules on physical on economic resettlement supplemented by SECAP standard 7 and informed by SECAP ESCMF 7 requirements. It should be a condition that a change of use process from private or community-based property rights to commercial should be done pursuant to undertaking sub-projects in compliance with physical planning and land use laws. The contractual clauses will include a provision to require that the free prior and informed consent as well of documentation of consent is sought before the utilization of any community or customary land in the procurement of goods, works and service.

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Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex: Pim Annex 1 Country Economic And Social Analysis

Mission Dates: 12/08/2024 30/08/2024

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Component 2 Implementation Context & Value/Supply Chain prioritization

The National Development Plan 2023-2027^[2] (PDN) outlines the country's ambition to develop the non-oil-based economy through the promotion of the agriculture, livestock and forestry sectors. Beyond the productivity increase p/ha of key staple crops that guarantee food security and nutrition, the Government of Angola (GoA) indicated the objective of promoting investments and increased market opportunities across the whole agricultural sector, mentioning that "this five-year period will make a real bet on agroindustry, not only because of the potential economic value that it represents, but also because of its importance to ensure self-sufficiency food, and in the first phase we will focus on our efforts in grain products, vegetables, dairy products, cassava, sugar, coffee and honey". The intermediate targets are to shift the contribution of the agricultural sector the GDP (*PIB*) from the 9.7% of 2022, to 12.1% in 2027 and 14.1% in 2050 (KW 18.4 billion).

This means focusing not only on attracting large foreign investments and the creation of agribusiness clusters but ensuring the promotion of a more stable set of Micro, Small & Medium Enterprises (MSMEs) and an increased focus on smallholders and cooperatives. In fact, GoA foresees not only increasing (i) the number of smallholder farms, (ii) their total area, but also to support (iii) an increase in commercial agriculture ventures (7250 p/y growth in 2027, over 6.58 million hectares)^[3]. In addition, GoA also sees the development of Rural Industrial Parks (PIRs - *Parques Industriais Rurais*) as future investments that will act as aggregation points for processing in rural areas, initially starting with an increased support to Micro, Small & Medium Enterprises (MSMEs) through the operationalization of various financing mechanisms - with the objective of modernizing commercial activities, increasing the adoption of new technologies and implementing new business models for rapid business growth (priorities 36.1.3 and 36.1.4 of the PDN^[4]). The goal is to truly develop the Angolan agro-industry at all levels, and among the top sectors identified, cereals, horticulture and mandioca are present (priority 36.3.1 of the PDN).

Strengthened and vibrant value and supply chains are key to these goals, especially considering the self-sufficiency the country has, that moves well beyond a simple increase in production and productivity but requires functioning markets and active market players. For this, PRODESA will focus on straightforward activities that support smallholders, cooperatives and Agri-MSEs in their business development, reducing as much as possible administrative bottlenecks.

Component 2.1 alignment with GoA priorities. The work under Component 2.1 in PRODESA is aligned with Government priorities in terms of business development support and in addressing some of the key crops GoA and MinAGRIF are seeking to invest in for the ongoing quinquennium, both in consideration of the current PDN but also in relation to the many other GoA policies put in place over the past years.

Maize is a good example of this alignment, as it is also one of the key crops considered in the GoA's PLANAGRAO^[5] program, in which increase of production and accelerated sales are expected especially for the eastern province of Lunda Sul, Moxico and Cuando Cubango^[6]. One of the 9 objectives of the PLANAGRAO is to increase production, sales and consumption of beans too – all with the ultimate ambition of promoting an increased development of these VCs, their transformation and their consumption (both human and animal), with the mid-term goal of creating condition for Angola to become one for the Southern Africa region, and reducing the dependence on imports (and the country's vulnerability to both external shocks, be these economic, climatic or geopolitical).

Together with maize, also horticulture and cassava are key crops foreseen in the PDN 2023-27 and are considered central to the country's growth. Furthermore, PRODESA links fluidly with the country's Programme to Support Production, Export Diversification and Import Substitution (PRODESI^[7] - *Programa de Apoio à Produção, à Diversificação das Exportações e Substituição de Importações*), as its efforts contribute to the import substitution agenda for the agriculture sector, also looking at ways to support GoA in the setting up of conditions to further support the *Feito em Angola*^[8] (Made in Angola) program.

Last, an interesting and innovative aspect the ongoing PDN is the outlined need for additional "incubation, service provision and technical assistance" to "accelerate the development of enterprises in the embryonal phase, especially in the agriculture sector" (PDN Priority 41.1.3^[9]). This is fully in line with PRODESA activities under Sub-Component 2.1, with the goal of ensuring a continued and holistic coaching and training support to smallholder farmers, cooperatives and Agri-MSEs.

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Project Design Report

Annex: Prodesa Theory Of Change Diagram

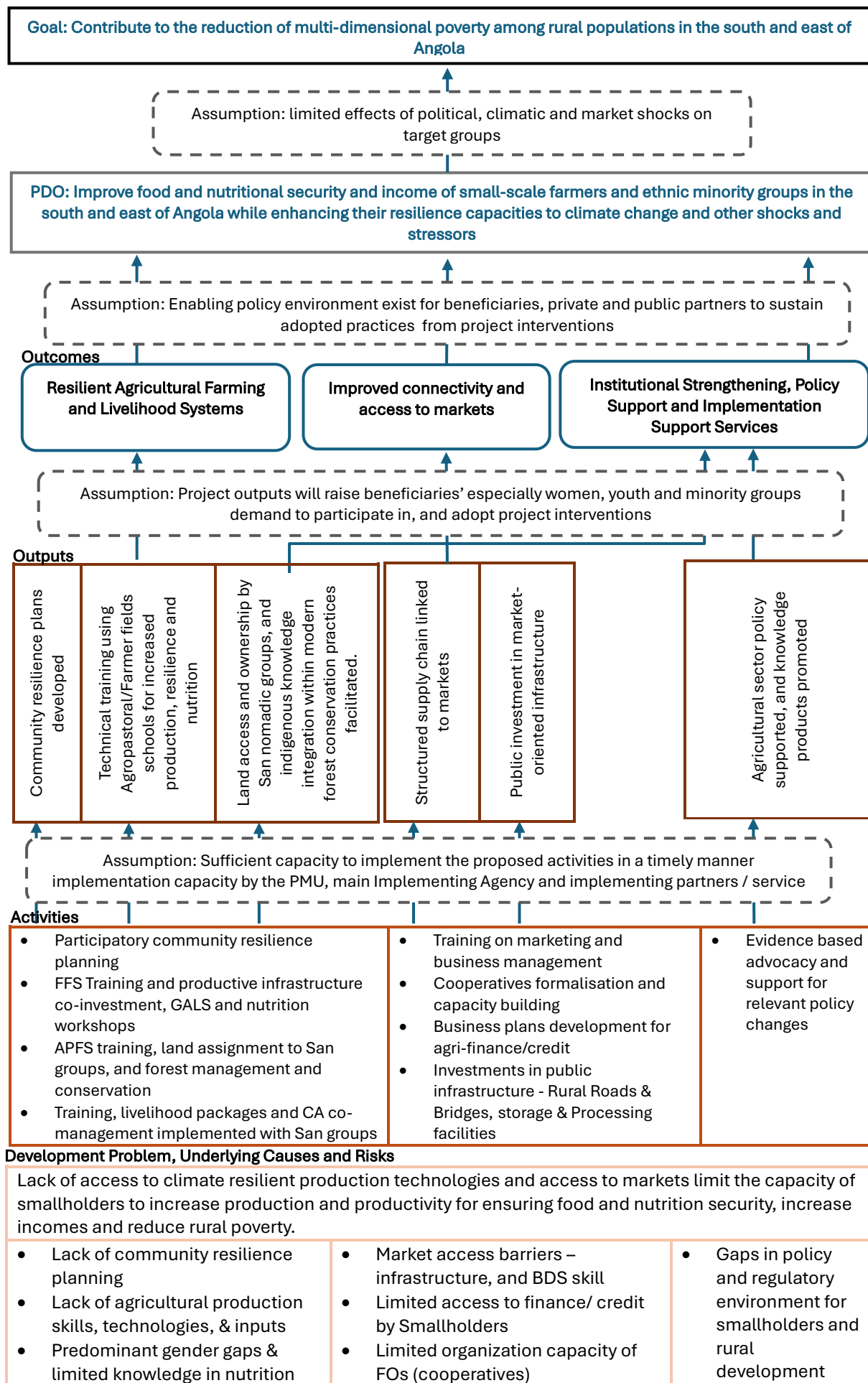
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Annex: Pim Annex 5 Procurement

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ANNEX 8 TO THE PROJECT IMPLEMENTATION MANUAL: PROCUREMENT

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Introduction

This section of the PIM defines the operational basis for undertaking the procurement of goods, works, and consultancy services using the project funds from the International Fund for Agricultural Development (IFAD). The value of consultancy contracts is predominant at 66.9%, followed by the value of goods and non-consulting services at 26.7%. while works is at 6.4%.

The Procurement Activities under the Projects' Components

The project includes three technical components and a third component on project management: Component 1: Resilient Agricultural Farming and Livelihood Systems; and Component 2: Improved Connectivity and Access to Markets; and Component 3: Institutional Strengthening, Policy Support and Implementation Support Services.

PRODESA will be implemented over eight years implementation period. The Phase 1 of the Project will be for 5 years with a budget of US\$55.639 million and it will be financed through contributions from the following sources: a) IFAD 13 US\$28.25million; b) IFAD 11 US\$5.93million; c) Government of Angola US\$6.3 million; and d) beneficiaries, who are expected to provide about US\$ 0.825 million through in-kind and cash contributions. The Project has a financing gap of USD14.3 million.

Component 1: Resilient Agricultural Farming and Livelihood Systems is allocated US\$25.8 million, Component 2 dealing with Improved Connectivity and Access to Markets is allocated US\$16.5 million and Component 3 on Institutional Strengthening, Policy support and Implementation Support Services is allocated US\$13.3 million.

1 Applicable Procurement Rules

The project procurement shall be carried out according to the Law No. 41/20, of 23 December 2020 ("the Public Contracts Act") to the extent that it is consistent with the IFAD Project Procurement Guidelines and the procurement procedures elaborated in the IFAD Procurement Handbook, the Financing Agreement and the Procurement Arrangements Letter. The law is supplement by several Presidential directives. The law applies to Contracts for Goods, Public Works and the acquisition of services entered by Public Entities which benefit from funds from the General State budget. It also applies to Concessions and Public Private Partnerships (PPPs) as well as to contracts entered by the bodies of Defence, Security and Internal Order except for those which are declared secret. There is a procurement manual in place that breaks down the overall procurement process into a series of individual procedures. The Institute for Agricultural Development (IDA) under the Ministry of Agriculture and Forestry is the implementing agency for the PRODESA.

Based on the results of the procurement management assessment, the current organizational structure of The Institute for Agricultural Development (IDA) was found appropriate to manage the new project, if the required mitigation measures are implemented to address identified weaknesses. IDA, as the implanting agency, needs to improve on the following areas to ensure that value for money and quality are enhanced: a) procurement strategy and procurement planning process; b) contract management and administrative systems; c) procurement risk management; and d) procurement personnel capacity.

There are Standard Bidding Documents (SBDs) for national bidding with defined procurement processes and standard conditions of contract. Available procurement methods are set out clearly. The range of methods available provides an appropriate degree of options to ensure competition, fairness, transparency, integrity and value for money. The options available under the open advertised bidding method allow for simple and more complex procurements, including open international bidding. There are defined conditions under which less competitive and non-competitive methods may be used.

2. Procurement Methods, Thresholds and Prior Review

All project procurement shall be undertaken through open competitive bidding. The National Procurement Law and Regulations will govern all Programme procurements using National Standard Bidding documents which are supplemented /adapted to meet IFAD's SECAP standards and grievance mechanisms and the IFAD's Project Procurement Guidelines and IFAD Procurement Handbook. For ICB procurement method and the procurement of consultancy services, IFAD Standard Bidding document will be used. Small value goods may be procured under shopping procedures. Limited International Bidding (LIB) and procurement under Framework Agreements may also be used where appropriate.

2.1 Procurement Plans (PP)

The PP shall be prepared and submitted on the IFAD OPEN end-to-end system. The initial Procurement Plan prepared for the project should be for a period of 18 months, with successive 12-month plans to be prepared for the following period of implementation. The procurement plan developed in line with the AWPB will reflect the range of contract threshold values applicable and shall form part of AWPB.

The PP must include as a minimum: (i) a brief description of each procurement activity to be undertaken during the period; (ii) the estimate value of each procurement activity; (iii) the method of procurement or selection to be adopted for each procurement activity; and (iv) an indication as to whether IFAD shall carry out prior or post review in respect of every procurement activity.

Similar goods or works should be bulked to sizable packages for procurement considering implementation capacities of potential suppliers/ contractors. Splitting goods or works into smaller packages with an intention to use less competitive procurement methods must be avoided.

The PP shall be submitted for IFAD's No Objection sufficiently in advance before the planned start of any procurement activity in the Plan. The PP shall be updated with actual dates and amounts and shall be upgraded for any changes in the procurement methods, addition of activities, elimination of others, and increases/decreases in the budgeted figures. Any upgrade to the PP shall also be submitted for No Objection.

2.2 Contract Register (CR) and Contract Monitoring Tool (CMT)

PRODESA will use the IFAD OPEN system and Contract Monitoring Tool (CMT) function of the IFAD Client Portal (ICP) to allow effective supervision and prior review of procurement processes by IFAD, and

adequate contract monitoring. The PMU will be responsible for keeping an updated record of all signed contracts from the start of the project until closure including MOU's and MOA's.

2.3 Tabular Summary of Applicable Methods and Thresholds

The determination of procurement selection method thresholds and of prior review will be used to develop the initial 18-month procurement plan, and as a guidance for the Procurement Arrangement Letter. The overall inherent procurement risk for the Project is medium. The IA can mitigate the risk by strengthening the capacity of project procurement officers through regular training to handle project procurement processes successfully and more efficiently; enroll project procurement assistants in the Procurement training BUILDPROC funded and organized by IFAD and delivered by ITC-ILO; publicizing procurement opportunities and contract award information; engaging and sensitizing stakeholders on a regular basis and putting in place a system to measure and improve procurement and contracting practices. The thresholds in the procurement plan are based on the procurement arrangement letter thresholds derived from the overall PRM score for both Part A and B which returned a moderate inherent risk. Below are the thresholds drawing on the overall PRM score:

The table below presents the recommended procurement methods and thresholds that will be used to develop the procurement plan, and as a guidance for the revision of the Procurement Arrangement Letter. These thresholds will be formally communicated to the Government through the Procurement Arrangement Letter (PAL), upon entry into force of the financing agreement. The thresholds may be reviewed upwards or downwards by IFAD during the Project implementation, in case of a change in the risk level.

Table 7: Procurement methods and thresholds for Goods, Works and Non-Consulting Services in US\$

Expenditure Category	Contract Value Threshold (USD)	Procurement/ Selection Method	Prior Review Thresholds
Works	≥1,000,000	ICB, Domestic preference allowed.	≥ 150,000
	< 1,000,000	NCB	
	≤ 250,000	Shopping	
	For values indicated in the PAL with due justification subject to IFAD's NO under prior review or alternatively without prior IFAD's NO for low-value unforeseen purchases with the estimated cost as indicated in the PAL.		Direct Contracting
Goods	≥ 200,000	ICB, Domestic preference allowed.	≥ 70,000

	< 200,000	NCB	≥ 70,000
	≤100,000	Shopping	
	For values indicated in the PAL with due justification subject to IFAD's NO under prior review or alternatively without prior IFAD's NO for low-value unforeseen purchases with the estimated cost as indicated in the PAL.	Direct Contracting	
Consulting Services and non-consulting services	≤ 70,000	CQS	≥ 60,000 for consulting firms; and ≥30,000 for Individual Consultants.
	< 150,000	LCS and FBS	
	≥ 150,000	QCBS and QBS	
	≥ 80,000	Shortlisting Shortlisting following a Request for Expression of Interest is mandatory for all CQS and ICS procedures.	
	For values indicated in the PAL and in the PP with due justification	SSS	
	International Advertisement	International Advertisement is mandatory for consultancy contracts estimated to cost USD 100,000.	

2.4 Special Procurement Arrangements

In line with the General Conditions, procurement of goods, works and services for IFAD-financed projects shall be carried out according to the Borrower's/ Recipient's procurement regulations to the extent that they are consistent with the IFAD Guidelines. When applicable, each procurement plan should identify the procedures and methods that must be implemented by the Borrower/Recipient to ensure consistency with the IFAD Guidelines and the Procurement Handbook.

The procurement assessment found that the country risk level was substantial although the risks for Pillars 3 and 4 were found to pose medium risk. The procurement risk for the IA was found to be medium. This returned a consolidated inherent risk of medium for the Project. Accordingly, the PRODESA procurement of goods, works and services will be carried out using the national procurement law with the addition that it shall comply with IFAD requirements to be specified in the Financing Agreement and the Procurement Arrangements. In cases of contradictions between IFAD Procurement Guidelines and the national procurement law, IFAD Procurement Guidelines will take precedence and govern.

Due to the weaknesses noted in the national legal framework, procurement under international competitive bidding and the procurement of consultancy services will specifically use IFAD procedures and IFAD standard bidding documents.

Contracts for low value items (for operational expenditure) will be procured through local administrative procedures acceptable to IFAD. The expenditure plan under this category will be submitted annually to IFAD for review and no objection through the AWPB. Proper records/files of all such purchases shall be maintained and will be subject to external audit.

2.5 Standard Procurement Documents (SPD)

National SBDs will be used except for ICB and consulting services and will be amended for consistency with IFAD Guidelines. The SBDs will include provisions on IFAD's Policy on Preventing Fraud and Corruption, the IFAD policy to preventing and responding to sexual harassment, sexual exploitation and abuse, the Anti-Money Laundering and Countering the Financing of Terrorism Policy, and IFAD's Social, Environmental and Climate Assessment Procedures (SECAP), and IFAD right to audit. International procurements will use IFAD SBDs and provisions.

In view of the assessment of the national legal framework, below are the provisions of the law in Article 67 regarding bidding period to be applied to selection methods:

"The public contracting entity shall establish, in the announcement and the bid tender program or in the invitation, the date and time the timeframe for the presentation of the bids end, which shall take into consideration the time required for its production, in accordance with the nature, characteristics, volume, complexity of the contractual services, object of the contract, to be executed".

The timeframe for the presentation of bids shall follow the IFAD Guidelines minimum at least 30 days for NCB and 45 days for ICB to allow the appropriate and effective conditions of the competition.

The applicable bid validity period shall be at least 90 days for national competitive bidding and 120 days for International Competitive bidding.

2.6 Guidance Offered in the IFAD Procurement Handbook

2.6.1 Application of the Handbook

The handbook applies to any procurement activity undertaken by a borrower/recipient when procuring goods, works or services under any IFAD-financed operation, and when the applicable agreement so provides. Consistent application of the handbook's provisions and procedures is essential for ensuring greater efficiency, transparency, uniformity of documents and decisions and lower procurement costs.

Based on the above, PRODESA will refer to the Handbook following the below guidance on relevant sections for various procurement aspects:

Table 8: Key provisions of IFAD procurement Handbook

Procurement Aspect	Reference in the Handbook
Procurement Planning and GPN	Module C
Procurement and Selection Methods	Goods, Works and NCS: Module F1 Consulting Services and NCS: Module F2
Direct Contracting and Single Sourcing	Goods, Works and NCS: Module F1 (Section 6) Consulting Services and NCS: Module F2 (Section 6)
Individual Consultants	Module F2 (Section 7)
Technical Specifications and Terms of Reference	Need identification: Module D Requirements & Specifications for Goods: Module E1 Requirements & Specifications for Works: Module E2 Terms of Reference: Module E3
Prequalification and Shortlisting	Module G
Preparation of Procurement Documents	Goods: Module H1 Works: Module H2 Consulting Services: Module H3 Contract Types: Module J
Bidding Process	Module I

Evaluation	General: Module K1 General Goods, Works and NCS: Module K2 Goods: Module K3 Works: Module K4 General Consulting Services: Module K5 QCBS: Module K6 LCS: Module K7 NCS: Module K8 Abnormally Low Bids (all methods): Module K9 Post-qualification (all methods): K10 Rejection of All Bids: Module O1
Formation of Evaluation committees	Module K1
Notifications for Intent to Award and for Award	NOITA: Module L1 NoA: Module L2
Standstill and debriefs	Module M1
Protests and Appeals	Module M2
Negotiations and discussions	Negotiations (Consulting Services): Module N1 Discussions (Goods, Works and Services): Module N2
Contract Award	Module O2 and O3
Contract Management	Module P
Force Account	Module F1 (Section 7)
Community Participation	Module Q
Procurement from UN Agencies	Module F1 (Section 9)
Records Management	Module B

2.6.2 Key Provisions of the Handbook

The procurement of goods, works and services for any given project should adhere to the following general provisions:

- i) Procurement is to be carried out in accordance with the financing agreement and the IFAD Project Procurement Guidelines, the respective loan agreement, including any duly agreed amendments thereto, and the borrower's/ recipient's procurement regulations and/or this handbook, as applicable.
- ii) The cost of procurement may not exceed the availability of duly allocated funds, as stated in the financing agreement.
- iii) Procurement must be consistent with the duly approved annual work plan and budget (AWPB) and in accordance with the activities included in the procurement plan.

iv) Procurement must be well-organized and properly carried out in terms of quantity, quality and timeliness, and at the optimum price.

v) Processes must be proportionate to the procurement activity to minimize the overall cost of the procurement process and tailor it to the budget for the activity undertaken.

2.7 Prior Review Documentation

2.7.1 Procurement Plan (PP)

Procurement Plans submitted as part of Annual Work Plans and Budget and any subsequent amendment of these PP's shall be subject to prior review.

2.7.2 The General Procurement Notice(s) (GPN)

The GPN publication and the text of the advertisement including key contracts incorporated in the Procurement Plan like all ICB contracts for goods and works as well as all consultancy contracts of interest to the international business community shall be subject to IFAD prior review.

2.7.3 Goods, Works, Non-Consulting Services)

The following procurement decisions shall be subject to prior review by the IFAD for the award of any contract for Goods, Works, Non-Consulting Services under the Project:

- Prequalification documents and shortlist when prequalification is undertaken;
- Technical Specifications for Goods/Works/NCS
- Draft bidding document, and draft procurement notice;
- Amendments to the Bidding Documents and RFPs, CfPs
- Evaluation report and supporting documents including Composition of evaluation committees; and
- Draft contract and the minutes of contract negotiation; Contract amendments, if any.
- Any other step as mentioned in Articles 8 of the PAL or its related amendment

2.7.4 Shopping (Goods, Works, Non-Consulting Services)

The following procurement decisions shall be subject to prior review by the IFAD for the award of any contract for Goods, Works, Non-Consulting Services under the Project:

- Draft request for quotation;
- Quotation evaluation report and supporting documents;
- Draft contract/purchase order
- Any other step as mentioned in Articles 8 of the PAL or its related amendment

2.7.5 Consulting Services: QCBS, QBS, FBS, and LCS

The following procurement decisions shall be subject to prior review by the IFAD for the award of any contract for consultancy and services under the Project:

- The draft Term of Reference (TOR), and the draft request for expression of interest (REOI);

- The EOI evaluation report, the shortlist and supporting documents when prequalification is undertaken;
- Draft request for proposal;
- Amendment to the bidding documents and RFPs, CfPs;
- Technical evaluation report and supporting documents including composition of evaluation committees;
- Combined (technical and financial) evaluation report and supporting documents; and
- Draft contract and the minutes of contract negotiation; Contract amendments if any.
- Any other step as mentioned in Articles 8 of the PAL or its related amendment.

2.7.6 Consulting Services: CQS and ICS

The following procurement decisions shall be subject to prior review by the IFAD for the award of any contract for Goods, Works, Non-Consulting Services under the Project:

- The draft Term of Reference (TOR), and the draft request for expression of interest (REOI);
- The EOI evaluation report, the shortlist and supporting documents
- “Prior lists” for shortlisting consultants
- The EOI evaluation report, the shortlist and supporting documents,
- Draft contract and the minutes of contract negotiation;
- Contract amendments, if any.
- Any other step as mentioned in Articles 8 of the PAL or its related amendment.

2.7.7 Direct Contracting and Single Source Selection

Direct Contracting: applies to the indicated contracts in the Procurement Plan with due justification (as mentioned in the Handbook) subject to IFAD’s NO under prior review or alternatively without prior IFAD’s NO for low-value unforeseen purchases with estimated cost per each purchase of US\$500 or less up to an aggregate amount of US\$5000 per annum.

2.7.8 Force Account

The use of force account is not allowed or not applicable

2.7.9 Procurement from United Nations Agencies

Procurement from UN Agencies is allowed under this project.

2.7.10 Community Participation

Community Participation is not applicable.

2.7.11 Secondary Procurement

Secondary Procurement (orders against existing Long-term Agreements initially procured competitively, national e-catalogues etc.) follows the regulations and applicable thresholds of the national legislation.

The prior review threshold of the respective procurement category (goods, works, consulting services and related non-consulting services) applies.

2.7.11 Other specific Prior Review requirements

A contract whose cost estimate is below IFAD's prior review threshold indicated in the Procurement Plan shall fall under prior review if the price of the lowest evaluated bidder exceeds such threshold. All related procurement documentation already processed, including the evaluation report and recommendation for award, shall be submitted to IFAD for its prior review and no objection before the award of contract.

If after publication of the award the Borrower receives protests or complaints from bidders, a copy of the complaint, the Borrower's comments on each issue raised in the complaint, and a copy of the Borrower's response shall be sent to IFAD for its review and comments.

There may be cases where the procurement process does not result in a contract award. In such situations, the borrower may recommend (i) cancellation and rebidding, or (ii) price negotiation with the lowest evaluated substantially responsive bidder. These recommendations are subject to IFAD's prior review and issuance of no-objection.

2.8 Other procurement-related coordination with IFAD

The borrower shall inform IFAD of the independent and competent national or local authority (or authorities, if the activities that follow fall under the jurisdiction of more than one authority) to be responsible for receiving, reviewing and investigating allegations of fraud and corruption relating to IFAD-financed and/or IFAD-managed activities and operations;

The borrower shall also provide the name(s), position(s) and contact information of a focal point within that authority (or those authorities, as appropriate) and inform IFAD of any potential changes to that focal point.

Pursuant to Section 8.06. of the General Conditions, the Borrower/Recipient and Project Parties shall promptly inform the Fund of any non-compliance with the IFAD Policy on sexual harassment, sexual exploitation, and abuse.

It is not intended that the procurement manual will foresee all possible situations that could arise in processing of procurement activities and decisions. Where in doubt, the project will seek guidance from IFAD from time to time during PRODESA's implementation. A proactive approach will be required to ensure procurement best practices are retained throughout project implementation.

3 Critical Procurement Issues

3.1 Areas of Inconsistency between National Law and IFAD Project Procurement Guidelines

For cases where there may be inconsistencies between the national law and the IFAD Project Procurement Guidelines and the procurement procedures elaborated in the IFAD Procurement Handbook, the Financing Agreement and the Procurement Arrangements Letter, the provisions of the IFAD Procurement Guidelines and procedures will take precedence.

Deviations in procurement methods between the Angolan and IFAD are summarized in the Table below:

IFAD equivalent method	Angola	Minimum advertising time limits per national law	Legal base (Angola)	IFAD Minimum Advertising time Limits
Open Competitive Bidding	Open Tender (Concurso Público)	20–120 days		Min 30 days (NCB); Min 45 days (ICB) Min 45 days(QCBS)
Limited International Bidding	Limited Tender (Concurso Limitado por Prévia Qualificação)	Request for participation: deadline freely set by the PEs Proposal: 20 – 120 days	Request for participation: Article 125 of the PPL Proposal: Article 132 (2) (f); Article 65 of the PPL	As for ICB
N/A	Electronic Dynamic Purchasing Systems (Procedimento de Aquisição Dinâmico Electrónico)	4 hours (up to 18.000.000 AOA) 3 days (up to 72.000.000 AOA) 10 days (up to 182.000.000 AOA)	Article 150 (1) of the PPL Article 150 (2) of the PPL Article 150 (3) of the PPL	N/A
Restricted Tendering	Restricted Tender (Concurso Limitado por Convite)	6 days	Article 136 (3) (d); 138 of the PPL	21 days
Direct Procurement/SSS	Direct Award (Contratação Simplificada)	No prescribed period	Article 142 (2) (d)	n/a
	Emergency Procurement (Contratação Emergencial)	No prescribed period	Article 148 of the PPL	n/a

3.1.1 Comparison between National and IFAD Procurement

The following IFAD policies and procedures which are missing in the National Procurement system will be incorporated in the National Standard Bidding Document whenever they are to be used:

- policies on anticorruption and sexual harassment exploitation and abuse;
- policy on the Anti-Money Laundering and Countering the Financing of Terrorism;
- template for bidder's self-certification;
- Social, Environmental and Climate Assessment Procedures (SECAP);

Other Inconsistencies between the national procurement system and the IFAD Framework include:

- There are no specific timelines provided for each of the procurement methods in the national rules. The timelines are provided in times of a range without specifying the selection methods (between 20 days and 120 days); IFAD follows international best practice of at least 30 days for RFP, NCB and 45 days for ICB;

- Bid validity period required is 60 days irrespective of selection method; IFAD bid validity is at least 90 days for ICB and at least 120 days for ICB;
- The procurement framework does not allow public to participate in public procurement phases other than bid opening;
- The national procurement framework does not provide secure mechanism for the public to report cases of anti-ethical and illicit practices unlike under IFAD rules which provides a dedicated website through which unethical conduct can be disclosed;
- Unlike in the IFAD rules where adequate time is required for bids to be provided with clarifications, there is no provision for seeking clarifications when selection through RFQ method.
- Unlike under IFAD, Standard Bidding Documents for use in ICB and consultancy services are not yet available under the National procurement framework;
- there is no requirement in the national law to publish NOITA unlike under IFAD;
- While suppliers are required to self-certify under IFAD rules, there is no similar requirement under the national procurement law;
- National procurement law provides that bids are open the next business day after the submission date and, if justified, the opening session can occur within 10 days of the initial date. This is unlike under IFAD where opening is required immediately after bid submission deadline;
- There are no established thresholds for contract amendment approvals under the national procurement law unlike under IFAD which imposes a ceiling of 10% of the initial contract value.
- absence of an end-to-end procurement system.

Despite the above gaps, the national rules provide for wide publication of tender documents on various media, the procedures provide for adequate competition, there are clear instructions on how bids should be submitted. The methods to be used in the evaluation of bids and award of contracts are objective and made known to bidders in advance.

Conclusion

To address the inconsistencies identified above, the national public procurement legal framework will be used for the project procurement with the addition that it shall comply with IFAD Procurement Guidelines and Procurement Handbook and requirements to be specified in the Financing Agreement and the Procurement Arrangements Letter. The national bidding documents shall be adjusted to include mandatory references to IFAD's policies concerning fraud and corruption, sexual harassment, exploitation and abuse and money laundering and terrorist financing. The projects' processes related to the procurement of goods and services shall include SECAP requirements in technical specifications, bidder's qualifications, bid evaluation criteria and in contract clause as per the guidance in the SECAP list relevant to procurement. The Project will use the IFAD OPEN system to process procurement activities.

Risks identified during project design should be monitored throughout the life of the project to ensure that mitigation actions identified are implemented and any new risks are assessed and treated appropriately.

3.2 Cost and Schedule Estimate

Estimated costs of the project components and proposed contract packages should be based on detailed, accurate, and reliable quantities and unit rates, as accurate cost estimates are essential to an effective

procurement plan and will reduce the risk of unsuccessful procurement and corresponding delay in project implementation.

The schedule estimates for implementing contracts shall be accurately estimated to ensure that the timeframe specified in solicitation documents are realistic and do not deter competition.

3.3 Publication of Notices

Notices for NCB and ICB contracts shall be published in at least one newspaper with national circulation in the borrower/recipient country and published on the United Nations Development Business website and on the IFAD website.

3.4 Award of Grants/Loans

3.4.1 Selection of Grant or Refinancing Partners

The Project Implementation Manual (PIM) will include a Financial Management Section and a Grant Implementation Manual/Guidelines outlining how the grants will be implemented.

3.4.2 Grant Beneficiary Selection

The Grant Beneficiary Selection will be based on the eligibility criteria and procedures elaborated in the Grant Implementation Manual/Guidelines. The project will provide the selection criteria in all grant announcements. Grant schemes awards will be subject to IFAD review and No Objection.

3.4.3 Micro-credit Financing

In the case of Micro-credit Financing, the intermediary should be properly registered with the authority to receive and account for funds, and to administer procurement reliably in accordance with established commercial practices acceptable to the Fund. However, even in these situations, open competition may be the most appropriate procurement method for the purchase of large single items or in cases where large quantities of like goods can be grouped together for bulk purchasing.

3.5 Procurement Principles and Ethics

The Procurement of goods and services shall be conducted by competitive methods, promoting transparency and accountability in the processes and fair and equal opportunities for bidders. The processes must foster integrity, efficiency, effectiveness and economy, and achieve value for money by obtaining the desired quality of services, supplies and/or works at the best price-quality ratio.

No person or entity shall use, or attempt to use, his, her or its authority, position or office for personal gain or interest, which is defined as soliciting, accepting, or otherwise benefiting from anything of material value in any form, either in person or indirectly through close relatives or associates, in connection with IFAD-financed operations

The IFAD Project Procurement Guidelines require that:

- (i) any public official of the borrower/ recipient involved in an IFAD-funded procurement activity shall declare any personal interest that may affect, or might reasonably be deemed by others to affect, impartiality in any matter relevant to their duties (conflict of interest).

- (ii) On becoming aware of a situation of this nature or the potential for such a situation, the official(s) concerned should immediately recuse themselves from any aspect of the procurement process to avoid being placed in the position of having a conflict of interest.
- (iii) When IFAD becomes aware of a situation in which a conflict of interest may have existed but was not declared, it is sufficient grounds to declare mis-procurement, in keeping with the IFAD Project Procurement Guidelines.
- (iv) Where there is a question about the existence of a conflict of interest, or potential conflict of interest, IFAD may be consulted for advice or guidance. However, IFAD operates under the general principle that if there is any uncertainty, it is safer to recuse oneself from the process rather than risk a negative perception of the process and a (potential) declaration of mis-procurement.

3.6 Combatting Corruption and Sexual Harassment

The project will adapt all bidding documents to include mandatory references to the IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations and with its Policy on Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse, and IFAD's Anti-Money Laundering and Countering the Financing of Terrorism Policy.

It is a mandatory IFAD requirement that all vendors shall sign a self-certifying declaration annexed to the contract, certifying that they have not and – for the duration of the contract – will not engage in fraud and corruption and SH/SEA, as defined in the respective policies indicated above. This self-declaration is part of the contract forms of the standard procurement documents provided by IFAD.

The Anticorruption Policy is available at: <https://www.ifad.org/en/document-detail/asset/40189695>

The SH/SEA Policy at: <https://www.ifad.org/en/document-detail/asset/40738506>

3.7 Record Keeping

Procurement records shall be kept orderly in file records in shelves or other safe place, but preferably the procurement records shall be saved orderly electronically and uploaded to the cloud or other safe electronic environment (including a protected in-house server). Paper file records should not be cramped. Excess papers shall be kept in additional volumes in one or more additional lever arch folders and in chronological order. Bids and proposals submitted by bidders may be left out of the lever arch file and kept in appropriately labelled box files. Lever arch folders should have a side label and a file index. The procurement file shall contain the documents as required in Module B of the IFAD Procurement Handbook. The retention period for procurement records shall be at least 10 years.

4 Procurement Transactions – Institutional Setup and RACI

4.1 Delegated Procurement Responsibilities to local entities

IDA will be the implementing agency for the Project, and it will delegate the day-to-day operation of the Project to a Project Management Unit (PMU) reporting directly to the Director General of IDA. The procurement function will be centralized at the PRODESA PMU Secretariat.

4.2 Implementing Partners

MOUs will be signed with IDA/EDA, FAO, ADPP and other NGO's operating in South East Angola.

4.3 Accounting for Procurement by Local Entities and Partners

Any small value procurements and procurements of operational expenditures undertaken by implementing entities will be subject to periodic reporting before replenishment of funding by the PMU and in line with the Financing covenants.

4.4 Institutional Setup, Roles, and Responsibilities

All procurement activities will be conducted by the Institute for Agricultural Development (IDA) through the Project Management Unit (PMU). IDA will assign to the Project Management Unit (PMU) the responsibilities of programming, budgeting, and allocation of resources for the project. The PMU will be responsible for oversight of the IFAD portfolio utilizing a programme approach. The PMU will assure efficiency of certain key functions such as procurement, M&E and knowledge management, and will make use of systems which are constantly updated in line with international best practices and tools offered by IFAD and will ensure proper start-up of the project as well as capacity building. The PMU will ensure the recruitment of an appropriate Procurement officer and a Procurement assistant responsible for management and implementation of procurement activities.

4.4.1 Evaluation Committees

The evaluation shall be carried out by an Ad hoc Technical Evaluation Committee (TEC) of at least three members and an odd number. The TEC shall, wherever possible, include at least one member with the technical knowledge and experience related to the type of procurement, and may include external experts depending on the complexity of the requirements and the risks involved.

Anyone involved in authorizing, clearing or approving evaluations or evaluation reports – such as the procuring entity's authorizing officer or the head of the project coordination unit/project implementation unit/project management unit – is precluded from membership in the TEC because of a perceived, potential or actual conflict of interest. Persons who participate in the preparation of the procurement documents generally have conflicts of interest and may not therefore be allowed to participate in the TEC for such procurement activities.

4.4.2 IFAD-funded PMU staff selection

The Program Coordinator and the staff responsible for financial management, procurement, M&E and E&S Safeguards are considered as "Key PMU Staff" for project implementation. The Key PMU staff shall be competitively recruited using a consulting contract. The recruitment and selection process (TOR, advertisement, evaluation of CVs, shortlisting, final selection and award) shall be subject to IFAD No objection.

4.4.3 Roles & Responsibilities

The Procurement Unit staff will be responsible for:

- Preparation of the annual project procurement plan including any subsequent revision of it, in line with the AWBP, and submit it in time for IFAD's review;

- Supervision of the execution of the procurement activities through the full procurement cycle: AWPB preparation, procurement planning, tender management, contract management and administration at the PMU and provincial level and report directly to the Project Coordinator;
- Liaising with the various stakeholders and beneficiaries to ensure timely execution of the procurement activities;
- Managing the implementation of all the procurement activities up to the conclusion of the contract;
- Preparing and request IFAD's No Objection for cases requiring its prior review;
- Ensuring the contract management register is updated and maintained regularly;
- Managing the OPEN system and related procurement operations;
- Maintaining adequate records and filing for each project procurement case.

The Project Coordinator shall be responsible for the technical coordination of all user units which are responsible for preparing the terms of reference and technical specifications for the acquisition of goods and works. The Project Coordinator is responsible for the approval of the TOR and technical specifications. The Director General of IDA will approve the procurement plan, bidding documents and procurement notices, evaluation reports, negotiation minutes and the draft contract and will also consider and approve all contract amendments.

Terms of References

Position: Procurement Specialist

The Procurement Officer, in collaboration with other PMU staff, will be responsible for carrying out procurement planning and implementation ensuring that sound procurement practices are applied consistently as prescribed by the relevant national laws, regulations and policy documents and in accordance with the provisions of the Financing Agreement with IFAD and the Procurement Arrangements Letter, IFAD's Procurement Guidelines and Procurement Handbook.

The duration of the contract is two (2) years with possible extensions subject to satisfactory performance. The Procurement Officer will report to the Project Manager.

Roles and responsibilities:

- As part of the PIU management team, and in collaboration with the Project Manager and the technical and finance staff, participate in the formulation AWPBs and provide inputs on procurement.
- Prepare the Procurement Plan for submission to IFAD for review and no objection, and to the IDA Director General for approval.
- Update the procurement plans as needed for submission to IFAD for review and no objection, and to the IDA Director General for approval.
- Identify sources of supply, evaluate supplier eligibility and maintain a list of pre-qualified suppliers/contractors
- Undertake the procurement of goods, works and services in compliance with the IFAD project procurement guidelines, the PIM and the project procurement manual.
- Organize meetings for Bids opening and tender evaluations, and maintain record of minutes of the proceedings, decisions and agreed actions.

- Provide training and assist PMU staff and the implementing agencies to prepare the procurement documents and ensure that appropriate procurement process and procedures are followed in compliance with the IFAD project procurement guidelines, the PIM and the project procurement manual.
- Draft Contract Documents and follow up on the contracts signing process.
- Supervise the process and procedures of contract management of the goods, works and services procured by the implementing agencies to ensure compliance with the IFAD project procurement guidelines, the PIM and the project procurement manual.
- Update regularly “actual” against “plan” procurement data and information in the procurement plan and monitor procurement progress towards the achievement of procurement schedules;
- Manage the OPEN system including regular update of contract records in the system.
- Prepare a Procurement progress report at the end of month and no later than 15th day of the following month, for submission to the Project Manager.
- Work closely with E&S Safeguards Specialist to ensure that environmental and safeguard requirements are incorporated into the project procurement plans.
- Maintain all procurement records in a form appropriate for regular auditing and spot checks by supervision missions
- Maintain and keep all records of project procurement and contract documents at the PMU in appropriate files.
- Follow up on any issues related to Procurement, identified in the Supervision Mission Report and Audit Report.
- Advise and propose mitigation measures for non-performance of contracts and report any identifiable indicators of fraud, collusion and other unethical practices in procurement and contracting process.

Qualifications, experience and competences

- At least a bachelors’ degree qualification in public procurement, supply chain management, logistics, economics, business administration, engineering, project management, law or a related field.
- At least five years of relevant working experience.
- Experience working with national procurement regulations.
- Knowledge and experience of procurement rules and procedures of multilateral donor institutions (IFAD, AFDB, WB, EU, USAID, DFID, UN, etc).
- Experience in preparing tender and contract documents for national and international competitive bidding
- Computer proficiency in Windows, MS Office, Excel, and Power Point and internet.
- Good analytical, negotiation, communication and report writing skills.
- Ability to work in a team.

Position: Procurement Assistant

The Procurement Assistants will support the procurement of goods, works and services to ensure transparent and efficient procurement services and processes in the PRODESA procurement.

The duration of the contract is two (2) years with possible extensions subject to satisfactory performance. The Procurement Assistant will report to the Procurement Specialist.

Roles and responsibilities:

- Assist in the preparation of the procurement plan and bidding documents.
- Procurement of office stationery and consumables, hotel reservations and arrangements of conferences and trainings, arrangements of international travel and local transportation.
- Assist the Procurement Officer with Secretariat roles during tendering processes
- Prepare purchase orders for contracting of goods, works and services.
- Prepare draft procurement correspondence.
- In collaboration with user units, participate in receiving and checking the conformity of goods and services.
- Ensure project assets are tagged.
- assist the Procurement officer in maintaining all procurement records in a form appropriate for regular auditing and spot checks by supervision missions
- Ensure safe storage of tenders in response to bidding processes.
- Perform any other tasks required by the project as requested by the supervisor.

Qualifications, experience and competences:

- At least a bachelor's degree in procurement, business administration or related field, with at least three years' experience in procurement.
- Working knowledge of GoA procurement regulations and procedures.
- Experience in procurement procedures of multilateral donor organizations will be an added advantage.
- Computer proficiency in Windows, MS Office, Excel, and Power Point and internet.
- Ability to find, evaluate and engage suppliers of goods, works and services.
- Ability to work as part of a team.

Annex 1: Responsibility Assignment Matrix (RAM - RACI)

	Technical Unit Heads	Procurement Officer	Project Coordinator	Project Steering Committee	IDA
Preparation of AWPB	R	C	R	A	
Preparation of Procurement Plan and upload in OPEN	C	R	A		
Update/upgrade of PP		R	A		
Monitoring achievement/delays in PP		R	A		
Initiation of implementation	C	R	A		
Finalization of TOR, technical specifications	R	C	A		

Preparation of RFQ/RFP/Bid documents		R	A		
Organize pre-bid meetings	C	R			
Issuing addendum/corrigendum/clarifications to the prospective bidders	C	R	A		
Safe custody of bids/proposals received		R			
Organize bid opening meetings and preparation of minutes		R			
Preliminary/administrative eligibility evaluation		C			
Constitute Technical Evaluation Committees	C	C	R		A
Briefing TEC and assist in the evaluation		R			
Preparation of TEC Evaluation and Combined Evaluation Reports		R	I/A		A
Conduct negotiations (in case of services procurement)	C	R	I		
Preparation of Draft contract/Purchase Order		R	A		
Handling debriefing/protests		R	A		
Contract Signature		R	R/A		A
Safe custody of Securities		R			
Receipt/delivery of goods		R			
Monitoring Contract deliverables	R	C			
Update contract details in OPEN-CMT		R			
Contract administration and Management	R	R/I	I		
Maintenance of all documentation related to Procurement		R			

Coordination with IFAD on procurement matters		R	A		
Capacity building of IP/SP's procurement staff		R			
Lead Procurement performance audit	C	R	I		
Resolution of audit observations on procurement		R	A	A	
Coordination with IFAD SM/ISM		R	A		

Where:

A stands for oversight / approval and accountability for finalization of the PDR for DRM submission

R stands for responsibility to conduct the task

C stands for the need to consult with this party

I stands for the party being informed about the conduct and result of the project's procurement design tasks.

Annex 2: Procurement Records and Files

The project shall maintain the following records:

Document	Preferred Format
(i) a copy of the published REOI advertisement or shortlist (if applicable) *	Hard copy
(ii) a copy of the published pre-qualification and bidding documents and any amendments, extensions or clarifications requested and issued*	Hard copy
(iii) a record of the tender opening, signed by all TEC members and the bidders present	Hard copy
(iv) a full copy of each bid received and evaluated, plus clarifications requested and responses received	Hard copy
(v) a copy of the evaluation report*	Hard copy
(vi) signed minutes of all meetings related to the procurement, including pre-bid and negotiation meetings, when held	Hard or soft copy
(vii) a contract award notice*	Hard copy
(viii) any letter of tender acceptance to the supplier, contractor or consultant*	Hard copy
(ix) the signed contract document and contract acceptance*	Hard copy
(x) any contract amendments*	Hard copy
(xi) all contractual correspondence between the procuring entity and a supplier, contractor or consultant	Hard or soft copy
(xii) post-contract documents related to the fulfilment of contract obligations, especially photocopies of bank guarantees or payment guarantees	Hard copy
(xiii) signed minutes of any meetings related to contract management, including contract progress or review meetings	Hard copy
(xiv) signed delivery documents evidencing delivery of supplies, or signed completion certificates related to a contract for services or works under the contract, including any contract delivery records	Hard copy
(xv) a copy of all invoices for works, services or supplies, including working papers verifying the accuracy of payments claimed and details of the actual payment authorized	Hard copy
(xvi) a copy of cumulative payment worksheets/records evidencing management of all payments made	Soft copy
(xvii) all decisions of the concerned borrower's approval authority related to the procurement, including the approval of the bidding documents, the approval of the evaluation report(s), the contract award, the approval of contract documents and contract amendments and any decision to suspend or cancel procurement proceedings	Hard copy
(xviii) a copy of any claims made by the procuring entity with respect to any warranty, non-warranty, short supply, damage and other claims against the contracted vendor or the procuring entity	Hard or soft copy
(xix) in the case of IFAD prior review, all submissions and correspondence related to the seeking of IFAD's no objection (NO) and a copy of the respective IFAD NO letter	Hard or soft copy
(xx) any other communications related to the procurement in question, including internal entity correspondence	Hard or soft copy

* Ideally, drafts of these published documents and reports should also be retained for completeness and to provide a full picture of how the published document evolved. It is accepted, however, that in the case of space limitations, this is not always feasible in practice.

Annex 3: Guidance on using OPEN End-to-End Project Procurement System

IFAD requires all Borrowers to publish their Procurement Plans in IFAD's online "OPEN End-to-End Project Procurement System" (OPEN). The OPEN system is a single interface system that automates and manages procurement reporting throughout the procurement cycle. Thus, it links all procurement systems in one from planning to acceptance of contract deliverables thus covering complete procurement processes and cycle while avoiding duplication of efforts.

The system supports borrowers' plans, records, and tracks key stages of the procurement processes. The system incorporates built-in guidance for borrowers on how to conduct procurement activities from start to finish. It increases transparency and efficiency by streamlining workflows and automating processes and integrating procurement planning with the No Objection Workflows. It also facilitates tracking of procurement activities and provides analytics and reports to support evidence-based management. IFAD End-to-End Procurement System (OPEN) can be assessed at <https://open.ifad.org>.

It is a requirement for IFAD Borrowers to use this system. The Quick cards to assist the Procurement Staff to manage the activities/documents are available at <https://icp.ifad.org/wps/wcm/myconnect/icp/icp-help-en/help/Project+Procurement+-+Online+Procurement+End-to-End+-+OPEN>.

As soon as the Project is effective and PMU staff are recruited, the implementing agency shall submit to IFAD the names and details of the nominated staff to be granted user credentials for the access and use of the system.

IFAD will provide training on the use of OPEN at project start up and periodic training and support to enhance the use of the OPEN system during project implementation.

Annex 4: Vendor Assessment Form

PART I: COMPANY DETAILS AND GENERAL INFORMATION	
Name of Vendor	
Full Address and Contact Details of the Tenderer.	1. Country 2. City 3. Location 4. Building 5. Floor 6. Postal Address 7. Name and email of contact person.
Current Trade License Registration Number and Expiring date	
Name, country and full address (<i>postal and physical addresses, email, and telephone number</i>) of Registering Body/Agency	
Description of Nature of Business	
Provide details of the senior management of the firm	

Sector of the Business			
PART II. FINANCIAL INFORMATION			
VAT Number		Tax Number	
Bank Name		Bank Account Number	
Bank Address		Account Name	
Swift/BIC number		Standard Payment Terms	
Has the company been audited in the last 3 years?			☐ Yes ☐ No
Please attach a copy of the company's Annual or Audited Financial Reports for the last 3 years.			☐ Attached
Annual Value of Total Sales for the last 3 Years:			
Year:	USD:	Year:	USD:
Year:	USD:	Year:	USD:
Annual Value of Turnover for the last 3 years			
Year:	USD:	Year:	USD:
Year:	USD:	Year:	USD:
PART III: VENDOR EXPERIENCE			
List the recent experience of your business with other companies, NGOs and International Organizations			
What is your business coverage area?			
Provide any other information that demonstrates your company's qualifications and experience (awards, etc)			
List any national or international Trade/Professional Organizations of which your company is a member.			
PART IV: TECHNICAL CAPACITY			
Type of Quality Assurance Certificate			
Type of Certification/Qualification Document			
International Offices/Representation			
List the type of Goods that your company sells.			
List the main assets of your company (Transport equipment, warehouses, etc)			
PART V: MISCELLANEOUS			
Does your company have an Environmental Policy? If yes, attach a copy		☐ Attached	
Does your company have an ethical Trading Policy? If yes, attach a copy		☐ Attached	

Has your company been bankrupt, or is in the process of being wound up, having its affairs administered by the Courts, has entered arrangements with creditors, has suspended business activities, is the subject of proceedings concerning these matters, or is in any analogous situation arising from a similar procedure provided for in national law? If yes, please provide details.	
Has your company been convicted of an offence concerning its professional conduct by a judgement which has force of law? If yes, provide details.	
Has your company been guilty of grave professional misconduct proven by other means? If yes, kindly explain.	
Has your company fulfilled obligations relating to the payment of its social security obligations and payment of taxes in the country in which it operates? If so, provide a clearance certificate for the last most recent year.	
Has your company been declared to be in serious breach of contract for failure to comply with its contractual obligations, following any procurement procedure? If yes, provide details.	
Has your company ever been in any dispute with any Government Agency, the United Nations, or International Aid Organizations? If yes, provide details.	
Do you agree with the terms of payment of 30 days?	
PART V: CERTIFICATION	
I certify that the information provided in this form is correct and describes our current business status.	
Name of Manager _____ Signature _____ Date _____	
Affix company seal	

Annex 5: Debrief, Protest and Appeal Timeline

Debriefing

Any bidder that wishes to know why its bid or proposal was not selected may request an explanation from the procuring entity. As per Module Group L of the IFAD Procurement Handbook, the procuring entity will first have sent a notice that the evaluation is completed (via the notice of intent to award [NOITA]). After receiving this information, the unsuccessful bidder may request a debrief. The procuring entity shall promptly explain why the bid was not selected. The bidder may then request a meeting. If the procuring entity agrees to a meeting after providing the debrief, the bidder shall bear all the costs of attending the meeting.

The procuring entity shall provide the written debrief within four business days of the request. The debrief should indicate the stage of the evaluation at which the tender was rejected – i.e. the preliminary review, the detailed evaluation or the financial evaluation and the reasons for its rejection.

If the bid was rejected at the technical evaluation stage, only the details of the requesting bidder will be provided but the technical details of the other bidders will not be disclosed. The requesting bidder will be provided only with the technical evaluation summary of bidders who attained compliance.

Regarding the financial evaluation summary, the requesting bidder will only be provided with the evaluated price of the bidders and their rankings.

Protest and Appeals

1. The administrative appeal shall be put forward within 5 (five) days as from the notice on the act to be disputed, unless any other timeframe is stipulated in the Law.
2. The claims shall be addressed to the author of the act to be disputed.
3. The hierarchical appeals and the inappropriate hierarchical appeals shall be presented respectively to the hierarchical superior of the author or to the supervising body.
4. The interested party shall explain in the claim or petition for presentation of hierarchical appeal or also inappropriate hierarchical appeal, all the grounds for appeal and it may add the documents it deems required.
5. The hierarchical appeals and the inappropriate hierarchical appeals shall be presented before the public contracting entity, in hard copy or through the respective electronic platform, and shall always be accompanied by the duplicate addressed to the body responsible for regulating and supervising the public procurement.
6. The bodies, to which a hierarchical appeal or inappropriate hierarchical appeal are addressed, shall advise of the respective decision to the body responsible for regulating and supervising the public procurement on whether the appeal presented is founded or unfounded.
7. The presentation of administrative appeal has no suspensive effect.
8. If the administrative appeal is not decided or the timeframe for the respective decision has not elapsed, it is not possible to proceed with the following:
 - a) Decision on qualification;
 - b) Commencement stage of the negotiation;
 - c) Decision on awarding;
 - d) Execution of the contract.
9. When the administrative appeal has, as the object, the decision on the qualification or decision on the awarding, the competent body, to be aware of it, shall, within five days of the respective presentation, give notice to the candidates or competitors, should they like, to give an opinion within five days on the petition and its grounds.

10. The administrative appeal shall be decided within five days of the date of presentation, and the silence shall be deemed as approved.

11. Should there be a hearing of counter-interested parties, the timeframe for the decision shall be from the end of the term established for that hearing.

12. The interested entities, which, out of ill-faith resort to administrative appeal, rendering inoperative any phase of the procedure, shall be hereby forbidden to take part in any public contracting procedures, during a period of time of up to three years, established according to the seriousness of their conduct, estimated contract value and the losses they have caused.

13. The competence to instruct and decide on the processes associated with impediment enforcement as provided for in the preceding Paragraph falls under the body responsible for regulating and supervising the public contracting.

14. The decisions put forward on the administrative appeal shall be susceptible to litigious appeal under the law.

Annex 6: The Project Procurement Strategy (PPS)

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- I) Project Overview
- II) Overview of Country, Borrower and Marketplace
- III) Procurement Risk Analysis
- IV) Procurement Objectives
- V) Recommended Procurement Approach for the Project Procurement Approach
- VI) Responsibility Matrix for development of the PPS
- VII) Lessons Learned and Challenges from Previous Projects Implemented

Abbreviations and Acronyms

AfDB	African Development Bank
CMT	Contract Monitoring Tool
CPI	Corruption Perception Index
CQS	Selection Based on Consultants Qualifications
FBS	Fixed Budget Selection
GDP	Gross Domestic Product
GoA	Government of Angola
IA	Implementing Agency
ICS	Individual Consultant Selection
IDA	The Institute for Agricultural Development
IFAD	International Fund for Agricultural Development
IIA	Instituto de Investigação Agronómica
LCS	Least Cost Selection
OPEN	IFAD OPEN end-to-end project procurement System
PMU	Project Management Unit
PP	Procurement Plan
PPS	Project procurement Strategy
QBS	Quality Based Selection
QCBS	Quality and Cost Based Selection
PRODESA	Sustainable development for subsistence family farmers program
SECAP	Social, Environmental and Climate Assessment Procedures
SNCP	Serviço Nacional da Contratação Publica
SOE	State Owned Enterprise
WB	World Bank

a) Key project information

Key project information is shown in Table 1.

Table 1: Project overview

Country	Angola
Full Project Name and Number:	Sustainable development for subsistence family farmers program (PRODESA)
IFAD Loan / Grant amount (\$):	US\$ 34.2 million
Loan/Grant Number:	
Name of Procurement contract or group of similar contracts	i) Works contracts: Upgrading of rural feeder roads and small bridges, building of 2 shade houses and establishment of earth irrigation canals. ii) Goods contracts: Procurement of: Vehicles and motorcycles, IT equipment and audio-visual equipment, furniture, animal traction sets, structures and equipment for soil conservation, soil test kits, accounting software, MIS and GIS software and licenses, printing of communication materials and KM publications. iii) Consulting services: consulting services for undertaking baseline study; recruitment of service providers for the implementation agro-pastorist field schools and field farmer schools, procurement of external audit and internal audit services, recruitment of design and supervision consultants, and the PMU key staff and technical specialists.
Estimated Contract Cost (\$)	6,326,000.00

PRODESA will cover the five provinces of Cuando Cubango, Moxico, Luanda Norte, Luanda Sul and Bie.

The overall goal of the Sustainable development for subsistence family farmers program (PRODESA) is to contribute to the reduction of multi-dimensional poverty among rural populations in the South and East of Angola. The project development objective is to improve nutrition, food security and income of small-scale farmers and ethnic minority groups in the South and East of Angola while enhancing their resilience capacities to climate change and other shocks and stressors.

b) Project components and cost

The project includes three technical components and a third component on project management: Component 1: Resilient Agricultural Farming and Livelihood Systems; and Component 2: Improved Connectivity and Access to Markets; and Component 3: Institutional Strengthening, Policy Support, and Implementation Support Services

The Phase 1 of the Project will be for 5 years, and it will be financed through contributions from the following sources: a) IFAD 13 US\$28.25million; b) IFAD 11 US\$5.93million; c) Government of Angola US\$6.3 million through in-kind and cash contributions; and d) beneficiaries, who are expected to provide about US\$ 0.85 million through in-kind and cash contributions. The Project has a financing gap of USD14.3 million.

c) Project duration

The Project will be implemented over 2 phases for total duration of eight (8) years through the Government of Angola.

I) Overview of Country, Borrower and Marketplace

a) Operational Context

Angola covers an area of 1.25 million square kms on the Atlantic coast of Africa. With a western coastline of 1,600 kms, it is bordered by Congo (the DRC) to the north and east, Zambia to the east, and Namibia to the south. It has a population of about 35.6 million people as per the United Nations Data Portal ¹.

The country's terrain encompasses many rivers, lakes and humid areas that can be used to develop inland fisheries and aquaculture but remain economically under-exploited. Inland fisheries and aquaculture can become a viable means of providing quality protein for rural household consumption, sale of surplus products, and become an alternative source of employment and income, while contributing to reduce rural poverty and migration to urban areas.

A PESTLE analysis was undertaken to obtain a comprehensive understanding of the overall context of the macro business environment in which the IA and its potential suppliers are operating and to determine any external drivers of change specific to the project. A PESTLE analysis is essential in developing the IA's procurement strategy with an optimal risk management approach that mitigates negative risks and builds on positive factors in the surrounding operational environment.

The following aspects were examined to identify the relevant factors that may impact the timely and effective delivery of the projects' procurement needs:

¹ <https://www.bing.com/search?q=United+Nations+Data+Portal+-+Population+Division&cvid>

i) Governance Aspects

The Republic of Angola is a unitary democratic state with separation of powers between the Executive, Legislative and Judicial arms of government. Angola is divided into 18 provinces, each of which is headed by a governor appointed by the central government. The Transparency International corruption perception index score for Angola was 33/100 (medium risk) with 0 indicating high levels of corruption and 100 indicating very clean status. The TI places the country in position 121 out of 180 countries in 2023, where the country ranked first is perceived to have the most honest public sector. According to the Mo Ibrahim Index (2022), measuring governance performance Angola is a medium policy performer, ranked 40 out of 54 African countries showing a lower score than both the African average (48.9) and the regional average for Southern Africa (54.2). The Ibrahim Index of African Governance annually measures the quality of governance in 54 African countries by compiling statistical data from the previous year².

ii) Economic Aspects

The Angolan economy is dominated by the oil and gas industry, which accounts for about 50% of its GDP and is the primary source of revenue for the country. Growth accelerated in 2022 to 3% (from 1.2% in 2021) supported by improved oil production, and resilient non-oil activity. The income per capita has been gradually increasing, especially in the metropolitan regions, but poverty and unemployment rates remain high. According to the World Bank, urban and youth unemployment remain high, exceeding 38% and 50%, respectively. There is high food inflation due to local product shortages and limited importation due to foreign currency scarcity due to the drop in crude oil prices. Slowing growth and rising food prices are expected to result in negative per capita private consumption growth.

iii) Sustainability Aspects

Overall climate change vulnerability mapping will be done to inform the setting of infrastructure and climate change adaptation measures and the PRODESA investments.

The Project's known localized negative impacts on the environment will be minimized through implementation of proposed SECAP procedures and mitigation measures developed for the Project during design and by adherence to environmental regulations.

iv) Technological Aspects

Angola has 26% of the population using internet through mostly mobile networks. However, there is major connectivity discrepancy between urban and rural areas due to infrastructure, market, and affordability challenges.

Digital transformation driven by cloud computing provides an environment that will stimulate the promotion of retail payment systems and financial inclusion. The country is gradually moving towards the introduction of e-platforms for various procurement and services. The IT sector is taking its pace towards adapting and matching with the changing world.

² <https://iiaonline.locations/ao.html>

A summary of the PESTLE analysis is provided in table 2 below.

Table 2: PESTLE analysis

Governance (political/legal)	- Angola is a republic and a multiparty democracy - There is separation of powers between the Executive, Legislative and Judicial arms of government. - The state has some presence in the economy through State-Owned Enterprises (SOEs). Public sector enterprises compete with private firms for markets, credit and business activities. - The complaints review mechanism is not independent as it is under the control of the national contracting authority, SNCP. - Angola was ranked 40 out of 100 in the CPI by Transparency international in 2022 and it was position 121 out of 180 countries indicating a medium risk of corruption. - A code of conduct for public officials is defined in the Act. - There is an independent Public Procurement Authority responsible for the regulation, monitoring, oversight and enforcement of public procurement and disposal of assets. - Lack of a system to measure and improve procurement and contract management practices. - There is no formal mechanism for dialogue with civil society organizations. - Civil society organizations do not have a significant role in procurement monitoring. - There is no Standard Bidding Document for international competitive bidding and for consultancy services.
Economic	- According to AfDB economic outlook on Angola, GDP growth rate was 0.9% in 2023, down from 3.0% in 2022³. - The decline in GDP growth was due to falling oil production and prices, higher external debt amortizations as the debt service moratorium ended, and a 60% currency devaluation. - Inflation dropped from 21.7% in 2022 to 13.6% in 2023, with food prices accounting for 68.8% of the national consumer price index. - High interest rates (18% in Nov 2023) that hinder private sector access to capital and hence limits their access to public procurement opportunities. - Persistent foreign currency scarcity due to restrictions on currency transfers and payments.
Environmental/ Sustainability	- Climate change is increasingly affecting Angola's diversified ecosystems, with droughts impacting the southern parts of the country, as well as floods in some parts of the country. - The above risks specially affect the populations that live in vulnerable areas: - with drought notably hazarding food security in the southern, while - floods cause significant losses in economic activities, particularly in agriculture and in the transportation of goods. - The Angola National Climate Change Strategy (2018–2030), establishes a vision for tackling climate change⁴ - However, the consideration of sustainability is not common practice because of the absence of guidelines and procedural guides on sustainability and lack of capacity on the part of contracting authorities to specify sustainability aspects.
Technology	- Internet penetration of 32.6% (in Jan 2024). - Use of electronic procurement limited to dynamic procurement, and it is not used in other methods although the Act provides for its use. - Lack of a well-developed network infrastructure for use of mobile devices especially in the rural areas.
Social	- Two thirds of its population being less than 25 years old, human capital development is a key challenge for Angola, with regards to both education and health. - High unemployment at 29.6% driven by rural areas at 38% and youth at 52.9%. - The country continues to face challenges in curbing the poverty rate. The poverty rate was estimated at 40.6% in 2019⁵. 41 of 100 Angolans, mostly in rural areas, have a level of consumption below the poverty line (National Institute for Statistics, 2020).

³ <https://www.afdb.org/en/countries/southern-africa/angola>

⁴ <https://www.ucm.minfin.gov.ao/cs/groups/public/documents/document/aw4z/nty0/~edisp/minfin3564877.pdf>

⁵ <https://www.afdb.org/en/countries/southern-africa/angola/angola-economic-outlook>

	• High levels of wealth inequality.

Key Conclusions

The medium risk of corruption and lack of transparency is likely to affect competition resulting in low interest of the private sector in the Project's tenders. There is a need to create a specific anti-corruption entity with the mandate to investigate complaints related to corruption.

The legal framework should be enhanced to provide a platform for the civil society, citizens and all legal persons interested to participate more efficiently in the fight against corruption in Angola.

There is need to create formal structures in the legal and regulatory framework to facilitate dialogue and engagement between the private sector and the public sector to provide a better understanding of the concerns of the private sector regarding the public procurement market including receiving feedback on how the public procurement operations can be improved.

The devaluation of the Kwanza and forex shortages and the exchange rate instability have negatively impacted the importation of construction equipment and materials and other project inputs.

Inflation is likely to increase from current levels in 2023 due to the weakening of the currency and the recent removal of subsidies. Increasing input costs may cause budget deficits during implementation. This will be mitigated by updating the cost estimate of the relevant packages. This may be mitigated by providing flexibility on payment currency and by including price escalation clauses in the contract as appropriate.

The lack of a system wide e-procurement makes it difficult to address linkages between procurement planning, allocation of budget and availability of funds to ensure timely payment.

b) IA Capability Assessment

An assessment of the capacity and resources of the implementing agency was carried out to assess the weaknesses, strengths, opportunities and threats that could face the IA in executing the entire portfolio of project procurement but especially in executing big-ticket contracts.

A summary of the strengths, weaknesses, opportunities, and threats regarding the capacity of the IA are presented in Table 3 below.

Table 3: SWOT analysis

Strengths	Weaknesses
• There is a procurement manual that stipulates the operational procedures to be followed by procurement entities.	• Lack of a training programme for upskilling procurement staff in the public sector.

• Contracts made and entered into by virtue of rules of international organizations are excluded from the scope of the national procurement law. • The IA has adequate facilities, such as computers, internet connection, photocopy facilities, printers, etc. • IA has implemented other similar IFAD programs, so it is better placed to implement PRODESA.	• There is no integration between the procurement planning and the budgeting system to provide information on all major contracts. • IA staff lack adequate capacity and experience in procurement of complex works and contract management. • Absence of a procurement strategy hence poor procurement risk management. • The level of procurement skills is low and is not consistent with the required skills mixed for their procurement responsibilities.
Opportunities	Threats
• Opportunity of using capacity support provided by IFADs on the-job procurement and refresher clinics. • The IA/PMU procurement staff can enhance their skills through the IFAD BUILDPROC certification programme. • Opportunity to use IFAD's end-to-end OPEN system and CMT to improve efficiency of procurement and contracting processes. • Opportunity to implement IFAD-funded procurement in accordance with the financing agreement.	• a relatively unstable currency due to foreign currency scarcity and exchange rate instability. • Increasing input costs may cause budget deficits during implementation. • Significant gaps in the legal framework may provide an avenue that can be used to introduce practices that go against good public procurement, hence affecting quality, efficiency, effectiveness and equity of procurement outcomes. • Delay in startup may lead to delay in project implementation.

Experience

The implementing agency (IA) has adequate experience in procuring and implementing projects funded by IFAD and other donors. However, the staff lack the necessary skills and experience to undertake all categories of procurement.

The IA has adequate facilities, such as computers, internet connection, photocopy facilities, printers, etc., although the equipment is too old to adequately undertake the planned procurement.

Hands on support

The project shall competitively recruit a procurement specialist and a procurement assistant to manage the envisaged procurement for the project. The Project may seek IFAD's guidance on complex procurement processes, but hands-on support is not required. IFAD will prior review procurement documents and provide timely feedback to the PMU. IFAD will also undertake Implementation Support Missions to assess and guide implementation progress. IFAD's prior review processes will also provide support to the project to incorporate the required standards.

Contract Management Capability and Capacity

Contract monitoring is generally weak as the staff lack contract management skills, especially for management of complex high value contracts, often leading to poor performance of most contracts. IFAD will support the PMU through periodic capacity-building clinics to enhance contract management capacity.

Complaints management and dispute resolution systems

The complaints review mechanism is not independent as it is under the control of the national contracting authority, SNCP. Lack of effective handling of complaints and appeals during the tendering and contracting process may lead to a lack of trust in the system by bidders. There is need for clear segregation of duties among the officials in charge of issuing procurement no objections to award of contracts and those reviewing complaints.

c) Market Analysis

The sources of information in the market analysis included Internet search on construction industry, public information, bid evaluation reports, contract award registers and project team experience.

Among the objectives of market analysis is to understand the nature and level of competition within the market; to develop an appropriate understanding of the capacity of the targeted market sectors to bid for the goods, services, and/or works required by the project; identify risks associated with a market and describe how the risk should be managed; to identify the capability of the suppliers, contractor and service providers to meet the project's development objectives for varying package sizes and procurement methods, etc.

The following are the findings:

Civil works

Majority of the construction works in Angola is undertaken by either local firms in association with international contractors, from Portugal or China. The magnitude of the anticipated construction and rehabilitation works is small. They include water and soil conservation, upgrade of rural feeder roads, upgrade of small bridges, construction of earth irrigation canals and building of shade houses. They are likely to attract mostly local firms.

Farm Equipment and inputs

Although there is no domestic manufacturing capacity in Angola to produce farm equipment in Angola, there are several equipment dealers and distributors who import equipment primarily from Portugal, Brazil, India and the USA.

There are several suppliers of agricultural inputs such as FertiAngola, Syngenta and Omnia which are large agro-dealers, which supply several agricultural products including fertilizers, and seeds. Biopesticide are imported mainly from China, Portugal, Brazil and South Africa. and agrochemicals and have presence across the country.

ICT Equipment

There are several computer dealers and distributors in Angola. Most of the IT equipment is imported from EU countries, and China, Japan and UK. The suppliers are able to supply the projects' IT requirements.

Furniture

The supply of furniture is well-established and there are several suppliers of office furniture products.

Vehicles and Motorcycles

The new vehicle market in Angola is sufficient considering the size of the market. There are a number of dealerships in Angola that sell international brands and different sizes of vehicles from sedans, pick up vehicles and buses. New vehicles are imported from the EU, Japan, China and South Korea.

Consulting services

The level of competition in the consulting services Angolan market is high, as there are many consulting firms operating in the country who can be engaged as Technical Assistants for advisory services, various studies, and development of policies. These include both consultant firms and individuals from the local and international market as appropriate. However, there are well qualified consulting firms and individuals mainly from the region who have participated in previous consultancy assignments in the past. Previous experience from other similar projects shows that both local and foreign firms have participated in the bid opportunities. In some instances, local firms have partnered with foreign firms. There is therefore a likelihood of foreign firms associating with national firms to enhance their capacity. Firms and individuals will be selected on an open competition basis, either international or national as appropriate. The preferred procurement method for firms under consulting services would be QCBS. However, other methods including Consultant Qualification selection and Individual Consultant Selection will be used.

The project has several consulting services to support the project implementation. For most part, the risk for selection of consulting services is low, since there is a robust supply market for the services required. In addition, the IA has already procured several consultancy services in the implementation of both SREP and SAMAP.

d) Market Sector dynamics

According to a report by FAO, the Angolan Government has been working with FAO to develop the agricultural sector in the country. The government has identified agriculture as a priority sector for development. Much of the supply of farm equipment and the supply of biopesticides are imported. The most important players operating in the Angolan agricultural equipment and inputs market are foreign companies, mostly from Portugal, Brazil, India and USA. However, the rural landscape is underserved with respect to functional agro-dealers because most suppliers tend to concentrate in cities and other big towns that are far away from the farmers, hence making fertilizers, seeds and other inputs inaccessible to farmers.

Vehicles, motorcycles, and ICT equipment and software, there are several dealers who import the equipment / goods and provide the after sales support.

The country has a large market of qualified and experienced local consultancy firms in all sectors, and association between local and foreign firms is a common feature in situations where firms come together to enhance their capacity.

e) Financial

Business risk in Angola is generally high. The Kwanza is relatively unstable currency due to foreign currency scarcity and exchange rate instability resulting from both declining oil revenue and production in the first half of 2023. This impacts the importation of essential commodities and inputs. Limited access to and high cost of credit affects the development of domestic contractors with interest rate of 18% as at November 2023.

The lack of affordable credit in the market and severe shortfalls in foreign exchange make it difficult for firms to import the needed agricultural equipment and inputs, creating significant obstacles to availability and or providing timely supplies. The cost of these inputs is relatively unstable. Although contractors' pricing strategy may vary, because the contracts are awarded with different currencies (based on the preference/origin of bidders) and because contracts of longer duration are subject to price adjustment provisions, pricing strategy would be expected to be competitive. However, suppliers and contractors are impacted by a high rate of inflation.

e) Procurement Trends

The current and previously IFAD-funded projects have used competitive approaches in selecting suppliers and negotiating contracts depending on the project's nature, scope, and objectives. Each project uses contract terms that are specific to each project or context.

They engage the market by publishing tender announcements for the projects in the UNDB and web sites of IFAD and in Jornal de Angola newspaper which has wide circulation in Angola. The current trend is for companies to partner.

The issues found to contribute to value for money in project procurement include identifying and establishing clear specifications/terms of reference, improved procurement planning, improved processes such as bidding, appropriate use of evaluation criteria that incorporates both quantitative and qualitative factors, effective contract management, prompt resolution of complaints and clear identification of risks and managing the risks through better design of the procurement arrangements.

Issues found to inhibit value for money include delayed initiation of planned project activities, prolonged approval processes, poor service delivery, substandard workmanship, late resolution of complaints, and late payments against contract milestones.

An important lesson is that time is an important element of value for money as timely delivery of project requirements can contribute to value for money. On the other hand, delays jeopardize value for money.

There is a need for growth and capacity improvement of the local private sector players to mitigate against the risk of poor service delivery, substandard workmanship in construction works and abandonment of contracts which can jeopardize project implementation and lead to loss of value for money.

Supply Positioning Model

The details of supply position of items to be sourced under the project is reflected in the supply positioning matrix in Figure 1 below.

Figure 1: Supply Positioning Matrix

High			High
Risk or Vulnerability	Strategic Critical Equipment for soil conservation Biopesticides Accounting software GIS software Animal traction sets Soil test kits Individual Consultants	Strategic Security Technical Assistance for M&E Baseline studies Technical Service providers Design and supervision consultants Procurement of biopesticides and farm equipment Upgrade of rural feeder roads Upgrade of small-scale bridges	
	Tactical Acquisition Procurement of MIS and GIS software Safe box Procurement of computers, laptops, server, photocopier/printer and server machines Supply of audio-visual equipment – Projector, Video conference equipment, TV Printing of communication materials and KM publications.	Tactical Advantage Motor Vehicles Motorbikes for extension workers Tablets for data collection by extension staff Furniture	
Low	Estimated to Cost / Value		High

Types of competition in the market and “Porter’s Five Forces” tool

The extent of competition in the market was analysed using the Porter’s Five Forces tool and the findings are presented in table 4 below.

Table 4: Porter’s Five Forces

Competitive rivalry	Given there are several suppliers for most categories of goods, works and services, competitive rivalry is likely to be high. Suppliers in the sector are likely to bid against each other regularly. The number of local suppliers is reasonable to ensure an acceptable level of competition.

Bargaining power of buyers	The bargaining power of PRODESA is high as many bidders may be interested in getting contracts and continued business with the Project as some of its packages are high value in total and they will be assured of timely payment.
Bargaining power of suppliers	Suppliers' bargaining power is low due to high competition. There is quite a low procurement risk identified in this regard.
Risk of new entrants	There are high barriers to entry for new firms especially for high value items such post-harvest equipment, due to high costs of capital, infrastructure and transport which contribute to the cost of sourcing goods, materials, equipment as well as freight costs. There may also be a high barrier to entry by consultants due to the specialized skills and experience required.
Risk of substitutes	There is low risk of substitution for all the categories.

Supplier Preferencing Tool

Table 5: Supply preferencing matrix

High			
Attractiveness of account	Development Baseline survey Water and soil conservation Technical Service providers Internal and external audits Motorbikes for extension workers Building of shade nets	Core Agricultural equipment and inputs Upgrade of feeder roads Upgrade of small-scale bridges	
	Nuisance Printing of communication materials and KM publications. Soil test kits	Exploitable Motor Vehicles Tablets for data collection by extension staff Furniture	
Low	Relative value of account		High

Key conclusions of Market Analysis

The analysis will guide us in developing appropriate procurement approaches and inform the Project to determine which suppliers are the best match for the requirements. For example, contracts for technical

service providers is both strategic security, and development in nature and will be attractive to bidders as an activity offering potential. It shall be carried out through QCBS selection and it can motivate and attract foreign consultants to participate.

III) Procurement Risk Analysis for abovementioned contract/group of similar contracts

The Project Procurement Risk Assessment identified the following risks which are summarized in the matrix below together with their mitigation actions with implications for the procurement strategies:

Table 6: Risk Register

Risk Description	Proposed Mitigation	Risk Owner
Poor packaging and unrealistic cost estimation may lead to poor procurement outcomes.	Provide procurement training to AI and PMU staff on procurement planning and risk management.	IFAD
Late initiation of planned activities may cause the project implementation delays and non-compliances	Review and finalize the 18-month PP on time and obtain IFAD approval. Monitor timely implementation of procurement Plan and ensure that the plan is reviewed and updated periodically.	IA
	Assess the initial 18 Months PP before MTR to analyse the efficiency of the planned activities versus the actual needs.	PMU
Unresponsive competent market players resulting in failed procurement processes.	Use of qualification requirements that match the procurement activities. Adequate publishing of procurement opportunities. Use of ICB to broaden pool of potential suppliers and maximize Value for Money. Application of domestic preference as prescribed in the national law.	IA
Delays in meeting contractual milestones Extension of Time for completion.	Contract monitoring and contract management plans, and use of supervision engineers for complex works.	IA
Limited knowledge on SECAP standards leads to the non-inclusion of social, environmental, and climatic requirements in the bidding and contract documents.	IFAD to organize regular clinics for IA/PMU procurement personnel on sustainability and SECAP procedures.	IA
Governance risks associated with conflict of interest, fraud, and corruption, which may adversely affect the efficiency and effectiveness of the project implementation.	Require staff involved in procurement to declare their interest and sign declaration of impartiality and confidentiality forms.	IA/PMU
	Enhanced disclosure of procurement information, including publication of the annual procurement plan and a quarterly summary of the contract award information for all procurement packages on the project website and in the SNCP's website.	
Lengthy internal procurement reviewing process that may cause the project implementation delays	Adopt the PIM prepared at Project Design which includes inter alia a procurement comprising of clear rules, step by step procedures and responsibilities, timeline requirements for procurement activities, actions, and decisions. Use it in tandem with the IFAD Procurement Handbook.	

Weak contract administration and management	IA and project procurement staff to enroll for Contract Management courses offered through BUILDPROC and other institutions to enhance their capacities in managing procurement contracts through training.	IA/PMU
Delayed payments due to long times taken to provide sufficient counterpart funding to settle tax obligations may pose potential risks to the project implementation	IA to closely follow up with the Ministry of Finance to ensure availability of counterpart funding for settlement of tax liabilities for all signed contracts.	IA
Shortage of foreign exchange due to restrictions and bureaucracy on foreign currency transfers and payments may delay project execution.	In cases of exceptionally prolonged delays, request for direct payments from IFAD.	IA

Options Analysis

The procurement strategy options were assessed using three criteria, Feasibility for implementation, Suitability to support the project objectives, and Acceptability by the implementing agency using a rating scale of 1 to 10.

Table 7: Strategic options

Strategic Options Description		Feasibility (1–10)	Suitability (1–10)	Acceptability (1–10)	Overall (3–30)	Comment
Procurement Strategy Options	Rationale					
Construction works						
One package with open competitive bidding	Accommodates national and international suppliers. Consolidates packages.	8	8	9	25	Acceptable to AI
SECAP performance standards	Include SECAP procedures in specifications, bidders' qualifications, evaluation criteria and contract clauses	7	8	7	22	Acceptable to AI
Weighted and scored evaluation criteria in place of pass/fail.	Local firms enter association with foreign firms to enhance their capacity through joint ventures. Enables a value-for-money comparison of bids. Helps to address abnormally low bids by enabling quality to be rated.	8	9	9	26	Acceptable to AI
Contract management	Essential to monitor quality through contract implementation.	9	9	9	27	Acceptable to AI

Bidding Procedure Single-Stage: One-Envelope (1S1E).	Familiar to PMU, easy for evaluation and time saving	9	9	9	27	Acceptable to IA

Vehicles, Motorcycles, ITC and Farm equipment

Strategic Options Description		Feasibility (1–10)	Suitability (1–10)	Acceptability (1–10)	Overall (3–30)	Comment
Procurement Strategy Options	Rationale					
One package with multiple lots and Open competitive bidding	Accommodates national and international suppliers.	8	9	9	26	Acceptable to IA
Use of conformance-based specifications	Ensure simple and faster evaluation	9	9	9	27	Acceptable to IA
SECAP performance standards	Include SECAP procedures in specifications, bidders' qualifications, evaluation criteria and contract clauses	7	8	7	22	Acceptable to IA
Bidding Procedure Single-Stage: One-Envelope (1S1E)	Familiar to PMU, easy for evaluation and time saving	9	9	9	27	Acceptable to IA
Other goods packages						
Open competitive bidding/ Shopping	Given value of package and risk, conduct open competitive bidding and award to lowest cost bid that conforms to specification. Alternatively, could specify requirements in RFQ document	9	9	9	27	Acceptable to IA
Separate packages (including lots in case of office equipment)	Similarity of the items in the package and manufacturer's product range considered	9	9	9	27	Acceptable to IA
Discounts for multiple lots	Leverages scale and volume discounts	8	8	8	24	Acceptable to IA
Consulting Packages						
QCBS, QBS, QCS, LCS, ICS as appropriate for each package	Match method to levels of risk, value and complexity	9	9	9	27	Acceptable to IA

IV) Procurement Objective for abovementioned contract/group of similar contracts

The procurement objectives of the project are to:

- a) select the most appropriate procurement approaches and to carry out procurement in accordance with the approved procurement plan and in compliance with the national Procurement Regulations and IFAD Procurement Guidelines.
- b) develop and implement appropriate specification/terms of reference and package procurement activities to facilitate the most competitive and efficient procurement methods.
- c) Competitively select qualified and experienced vendors and consulting firms capable of meeting the Project's requirements within stated quality, cost, and time.
- d) conclude the procurement process of all packages in a timely manner.
- e) Effectively manage contracts to ensure all contracts' outputs are delivered on time and with quality acceptable to the Project to achieve value for money.
- f) Address of SECAP concerns to ensure procurement is carried out in a sustainable manner.

V) Recommended Procurement Approach for the Project Procurement Approach

Table 10: Approach for works contracts.

Attribute	Selected arrangement	Justification Summary/Logic
Specifications (SECAP compliance)	Performance	Will allow contractors to suggest creative solutions. Ensure simple and faster evaluation.
Sustainability Requirements	Yes	To address SECAP requirements; allow contractors to innovate.
Contract Type	Traditional	Most of the works' contracts follow the normal contracting process. These are easy to manage as they are based on employer's design.
Pricing and costing mechanism	A. Schedule of Rates/Admeasurement B. Lump-sum	Based on BOQs, are an appropriate pricing and cost mechanism of works contracts.
Supplier Relationship	Collaborative	Facilitates open communication and transparency; allows Client to share their vision with the team and align the interests of the stakeholders; ensure quality and consistency during contract implementation.
Price Adjustments	Percentage	Price adjustment formula can be included in Works contracts to accommodate unexpected price

		fluctuations of materials and other inputs.
Form of Contract (Terms and Conditions)	Any special conditions of contract	Stipulate and allocate risks and obligations in a clear manner to ensure they are well understood, and that contractual provisions for resolving any issues that may arise are understood and well settled.
Selection Method	1. Shopping 2. NCB 3. ICB	Most relevant and applicable method.
Selection Arrangement	Commercial Practices	Promote efficiency and value for money.
Market Approach	Type of Competition: Open Number of Envelopes/Stages: Single Envelope Negotiations: No	Encourages many contractors to participate including foreign firms.
Pre / Post Qualification	Post-Qualification	Facilitates quick issuance of tenders; avoid delay in the initial issue of tenders.
Evaluation of Costs	Adjusted Bid Price (corrected for a bidder's minor deviations)	Adjusted bid price is the most ideal method. Before award, bidder must accept the corrected price.
Domestic Preference	Yes	This is allowed up to 7.5% as provided in the PAL.
Rated Criteria	Criteria to be used (mandatory/desired): Relevant experience of similar works; key equipment and personnel; experience requirements; average annual construction turnover.	Represent the key areas of importance and emphasis to be considered in the selection decision; and establish a clear evaluation and selection process; ensure the process is fair, open and transparent.

Table 11: Procurement approach goods and non-consulting services contracts

Attribute	Selected arrangement	Justification Summary/Logic
Specifications (SECAP compliance)	Conformance	Conformance for the requirements that are standard and well-established technical specifications.
Sustainability Requirements	Yes	To address SECAP requirements.
Contract Type	Traditional	Clarity about precise requirements and how much it is likely to cost.
Pricing and costing mechanism	Lump sum	Contract scope and schedule can be well defined.
Supplier Relationship	Collaborative	Facilitates close interactions and open communication to ensure quality and consistency during contract implementation.
Price Adjustments	None, fixed	Cost estimation with accuracy.
Form of Contract (Terms and Conditions)	Any special conditions of contract.	Stipulate and allocate risks and obligations in a clear manner to ensure they are well understood, and that contractual provisions for resolving any issues that may arise are well settled.
Selection Method	1. Shopping 2. NCB 3. ICB	Provides opportunity for competition and a wide range of competitors depending on market approach, and thresholds for selection method for the Goods in question.
Selection Arrangement	Commercial Practices	Promote efficiency and value for money.
Market Approach	A. Type of Competition 1. Open B. Number of Envelopes/Stages 1. Single Envelope c. Negotiations: N/A	Encourages many contractors to participate including foreign firms.

Pre / Post Qualification	Post-Qualification	Availability of adequate pool of suppliers hence facilitating quick issuance of tenders; avoid delay in the initial issue of tenders.
Evaluation of Costs	Adjusted Bid Price (corrected for a bidder's minor deviations)	To correct any errors in bids.
Domestic Preference	Yes	This is allowed up to 15% as provided in the PAL.
Rated Criteria	Criteria to be used (mandatory/desired): Adherence to specifications; Bidder's qualifications and capacity and history of previous supplies of a similar nature; timeliness/delivery.	establishes a clear evaluation and selection process; ensures the process is fair, open and transparent.

Table 12: Procurement approach consultancy services contract

Attribute	Selected arrangement	Justification Summary/Logic
Specifications (SECAP compliance)	Performance	Definitive Terms of Reference guided by the objectives.
Sustainability Requirements	No	Sustainable procurement is not envisaged.
Contract Type	Traditional based on TOR	
Pricing and costing mechanism	Lumpsum or time based.	Depending on nature of requirement
Supplier Relationship	Collaborative	Necessary to ensure the successful implementation and mitigate uncertainty risks such as personnel turnover.
Price Adjustments	None, fixed price.	
Form of Contract (Terms and Conditions)	Any special conditions of contract	Not applicable
Consultant's Selection and Evaluation Method	a) Quality Cost Based Selection (QCBS) b) Consultant's Qualification based Selection (CQS) c) Least Cost Based Selection (LCS) d) Direct Selection/Single Source Selection	Direct approaches require prior justification. Onboarding IP's are likely to use SSS with justification.
Pre / Post Qualification	Pre-qualification and Post-Qualification	Shortlisting applies to majority of the cases. Where the assignment is specific post qualification could be used.
Evaluation of Costs	N/A	

Domestic Preference	No	
Rated Criteria	Yes	
Negotiation	Yes	

Procurement Plan

Based on this PPS, a procurement plan for the project has been developed with a total of 37 packages including 10 goods packages, 3 works packages and 24 consulting services packages. The detailed procurement plan is available as a separate project document, which will be updated annually or as needed to reflect the status of the implementation of each package or to add new packages as needed.

Supervision Plan

The review of project procurement processes during project implementation is an essential part of IFAD's fiduciary responsibility. In supervising projects and providing implementation. IFAD aims to ensure that project procurement processes conform with national procurement laws and regulations and are consistent with the IFAD Project Procurement Guidelines and Procurement Handbook, any ancillary IFAD Procurement Documents/Templates, and other applicable policies, guidelines, and procedures.

IFAD's supervision of the project will include both prior review and post review of procurement processes.

Prior reviews

Prior review is conducted on contracts categorized as high risk during the project design stage, and as validated and specified in the approved project procurement plan in conformity with the project's Financing Agreement and Procurement Arrangements Letter.

Prior review involves IFAD reviewing and providing a "no-objection" prior to each step in the procurement process, to confirm that the borrower's proposed procurement actions comply with IFAD's Procurement Guidelines and Procurement Handbook; and the project's financing agreement and PAL, procurement plan, and, where applicable, the provisions of the relevant bidding documents. Prior review includes reviews of the borrower's procurement procedures, documents, bid evaluations, award recommendations, and draft contracts.

Prior review will include the following areas / key milestones of the procurement process:

- Compliance with the applicable procurement legal framework;
- Compliance with IFAD's overall policies (SECAP, Anti-Corruption, Anti Money Laundering, Prevention of Sexual Harassment, Exploitation and Abuse);
- Compliance with the AWPB and the Procurement Plan;
- Adequacy, Clarity and Quality of the Bidding or Prequalification/Shortlisting documents including supplementation with IFAD's mandatory policy requirements in the case of the use of national procurement documents (IFAD may in the PPA require that the first "x" contracts using the national procurement system to be subjected to prior review);

- Objective and complete Bid Evaluation Report and recommendations for award with the correct application of the bid evaluation criteria and post-qualification criteria as stipulated in the competition documents disseminated to the competitors and/or applicants;
- Draft contract reflects the outcome of bid evaluation and is issued using the right template and includes the Self-Declaration requirements by the awarded party.

The monetary thresholds for prior review as well as any other steps that require IFAD's no objection are communicated to the borrower via the Project Procurement Arrangements that are usually updated after each supervision mission (if significant changes to the procurement risk matrix have materialised).

Post Review

IFAD will undertake twice yearly supervision and implementation support missions to review project implementation status and provide technical support and quality assurance of the assessment. The supervision missions will:

- verify the procurement planning progress and the bid management and implementation of the procurement activities;
- verify that the procurement and contracting procedures and processes followed for the projects were in accordance with the Financing Agreement and the Procurement Arrangements Letter;
- verify technical compliance, physical completion and price competitiveness of each contract in the selected representative sample;
- review and comment on contract administration and management issues as dealt with by the PMU; review capacity of the PMU in handling procurement; and
- identify improvements in the procurement process in the light of any identified deficiencies.

IFAD will also closely monitor the project through reports and a project mid-term review.

Annual financial audits will be conducted and financed by the Fund. A project completion report will be prepared to evaluate progress against outputs and outcomes and draw lessons for possible follow-up operation.

Capacity Building for Implementing Agency

The staff of the Implementing Agency (IA) and the PMU staff will need additional training at project start up to strengthen the PMU Capacity to address the following areas identified during the design:

- Procurement planning;
- Procurement cycle
- Procurement process for goods, works and related non-consulting services including procurement methods.
- Procurement process for consulting services including selection methods
- Introduction to contract administration and management
- Integration of SECAP requirements into procurement as per the guidance in the PIM
- Use of OPEN system and the IFAD contract monitoring tool including troubleshooting of challenges that may be encountered.
- IFAD review
-

VI) Responsibility Matrix for development of the PPS

Table 12: Matrix for the development of the PPS in the project design phase

SPO	IFAD Proc. Specialist/ consultant	CD or CPM	OPR	National Stakeholders	ESS Specialist/s	IA of Beneficiary Government
A	R	C	C	C and I	C	C and I

Where: **A** stands for oversight / approval and accountability for finalization of the PDR for DRM submission

R stands for responsibility to conduct the task

C stands for the need to consult with this party

I stands for the party being informed about the conduct and result of the project's procurement design tasks.

Annex 7: SECAP Risks and Procurement Actions

Introduction

This document provides indication to the SPO on the SECAP risks to be incorporated into procurement plans. While the general integration of SECAP requirements into procurement documents is described into ANNEX 4, Volume 1 of the SECAP, the project specific risks are as identified by the SECAP online tool. The ES specialist has identified, through the SECAP environmental and social screening checklist, the issues in the table below that need to be mitigated through procurement. In case the SPO has ambiguity as to the guidance provided by the ES specialist in the rightmost column of the below Results Table, then the SPO will need to collaborate with the ES specialist and relevant members of the PDT in order to reach an agreement as to how these ES issues can be dealt with best through procurement mitigation measures that the Borrower must be required to put in place with respect to procurement parameters like:

1. Technical Specifications
2. Bidder Qualification
3. Bid Evaluation Criteria
4. Contract Clauses

For Example, if use of harmful types of pesticide is an issue in the project area, then it can be dealt with through the specifications of the pesticide and both the ES specialist and the SPO will agree that the project will use a “WHO-FAO approved pesticide and that WHO-FAO codes for safe labelling, packaging, handling, storage, application and disposals of pesticide are respected”. If the project involves work in a sensitive cultural heritage area or an area where biodiversity is to be protected, then the successful past experience of the contractor in working in such zones is critical and the ES specialist will select “Bidder qualification” and “Bid Evaluation Criteria”. If labour conditions or indigenous peoples’ rights are often compromised in the project’s area, then the ES specialist may select “Contract Clauses” and give whatever further guidance is possible for SPO. If deforestation or extensive use of natural resources in the project area is an issue identified by the ES specialist, then the ES specialist will chose “specifications” and “Bid Evaluation Criteria” and agree with the SPO to specify legally-harvested timber (or timber certified with the relevant label) and agree as to the evaluation criteria to be used to promote resource efficiency (e.g. evaluation criteria to favour energy efficient pumps, efficient transformer sub-stations, fuel saving equipment etc.).

Environmental and Social Safeguards					
Resource Efficiency and Pollution Prevention	Yes/No	Likelihood	Consequence	Risk Rating	Guidance for SPO
2.1 Could the project involve or lead to the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	Yes	Possible	Negligible No proposed release of routine or non-routine pollutants.	Low	SECAP performance standards in the GCC will be supplemented by national environmental laws in the SCC section of the bidding documents. Encourage use of eco-labelled products and use of WHO/FAO approved products. Use of IFAD standard SECAP clauses in contracts to ensure the supply, proper management and disposal and incorporate well designed and functional waste management for post-harvest facilities where necessary.
2.4 Could the project involve or lead to significant consumption of raw materials, energy, and/or water?	Yes	Possible	Minor The project will require consumption of raw materials, energy, and/or water, but this will be a small component of the project, and impacts can be appropriately managed.	Moderate	Specifications of efficient irrigation technology (drip irrigation) and renewable energy for pumping water (solar power) will be included in the bidding document.

Environmental and Social Safeguards					
2.5 Could the project involve or lead to significant extraction, diversion or containment of surface or ground water (e.g. construction of dams, reservoirs, river basin developments, groundwater extraction)?	Yes	Likely	Minor The project only needs a minimal amount of water. This can be obtained from existing sources, without the need for extension.	Moderate	Specification of efficient irrigation technology (drip irrigation) will be included in the bidding document to minimise significant extraction of ground water
SpecificationsS2.6 Could the project involve inputs of fertilizers and other modifying agents?	Yes	Possible	Minor The project only requires minimal amounts of fertilizer	Moderate	Specifications of fertilisers will be prescribed in the bidding documents in line with SECAP safeguard standards.
2.7 Could the project involve or lead to procurement, supply and/or result in the use of pesticides on crops, livestock, aquaculture or forestry?	Yes	Possible	Minor The project only requires minimal amounts of pesticide.	Moderate	Specifications to be included in the bidding document will prescribe the supply of o and avoid pesticides that contain active ingredients that are banned or restricted under applicable international treaties and agreements, or meet the criteria of carcinogenicity, mutagenicity or reproductive toxicity as set forth by relevant international agencies.
Cultural Heritage	Yes/No	Likelihood	Consequence	Risk Rating	Guidance for SPO

Environmental and Social Safeguards					
3.2 Could the project directly or indirectly affect indigenous peoples' rights, lands, natural resources, territories, livelihoods, knowledge, social fabric, traditions, governance systems, and culture or heritage (tangible and intangible)?	Yes	Almost certain	Minor Minor impact to indigenous population. No damage to/or loss of access to indigenous land, assets, resources, and/or cultural heritage.	Moderate	Bidding documents will require compliance with national laws pertaining to indigenous peoples supplemented by SECAP standard 4.
indigenous peoples	Yes/No	Likelihood	Consequence	Risk Rating	
4.5 Could the project lead to impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	Yes	Possible	Moderate The project would be more profitable if it had a commercial component, but this is not necessary.	Moderate	Bidding documents will require compliance with national laws pertaining to indigenous peoples supplemented by SECAP standard 4.
6.4 Could the project involve or lead to the construction or rehabilitation of dams?	Yes	Almost certain	Minor The project involves the rehabilitation of dam(s) and/or reservoir(s) meeting at least one of the following criteria: - less than 10 metre high wall; - less than 300m long crest; or - less than 1 million m3 reservoir capacity.	Moderate	Bidding documents will require compliance with national safety rules supplemented by SECAP standard 6 and informed by the overall project ESCMF.

Environmental and Social Safeguards					
6.7 Could the project lead to the potential for gender-based violence, including sexual harassment, exploitation and abuse, as a result of labour influx, land redistribution, or other actions that alter community dynamics?	Yes	Possible	Minor Minor changes to community dynamics. Resulting serious recorded cases of gender-based violence and/or sexual exploitation. Gender-based violence protocols in place.	Moderate	Bidding documents will require compliance with national safety rules supplemented by SECAP standard 6 and informed by the overall project ESCMF. IFAD Policy to preventing and responding to sexual harassment, sexual exploitation and abuse and mandatory references to safe policies will be included in the bidding documents and contracts. In the event of any major works the contractor will be expected to have an expert on GBV.
6.9 Could the project lead to an influx of project workers?	No			Low	The bidding documents should require that the contractors give preference to employment of local labour.
6.10 Could the project involve or lead to the engagement of security personnel to protect facilities and property or to support project activities?	No			Low	The contractor will comply with the relevant provisions of the contractor labour management plan to be specified in the contract with regard to the recruitment and engagement of security officers.
Physical and economic resettlement	Yes/No	Likelihood	Consequence	Risk Rating	Guidance for SPO

Environmental and Social Safeguards					
7.4 Could the project result in impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	Yes	Likely	Minor The project will result in minor impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights. Legal recourse and other forms of arbitration/conflict resolution are available.	Moderate	Bidding documents will require compliance with national rules on physical on economic resettlement supplemented by SECAP standard 7 and informed by SECAP ESCMF. It should be a condition that a change of use process from private or community-based property rights to commercial should be done pursuant to undertaking sub-projects in compliance with physical planning and land use laws. The contractual clauses will include a provision to require that the free prior and informed consent as well of documentation of consent is sought before the utilization of any community or customary land in the procurement of goods, works and service.
Financial intermediaries and direct investments	Yes/No	Likelihood	Consequence	Risk Rating	

Environmental and Social Safeguards					
8.1 Could the investment be granted to an institution that does not have an environmental and social policies and an associated environmental and social management system (ESMS) in place (transparent, publicly available)?	No			Low	Bidding documents to require financial intermediaries to have an environmental and social policy and an associated environmental and social management system (ESMS) in place as a qualification of bidders and this to be subject to preliminary checks during bid evaluation.
8.2 Could the investment be granted to an institution with insufficient capacities (i.e. unqualified personnel e.g. ES Officer) to implement the ESMS?	No			Low	The bidding document to require that the intermediary institutions have sufficient capacities to implement ESMS including having a Sustainability Officer or E&S Safeguards Specialist to work in close collaboration with projects and beneficiaries in addressing environmental and social risks. In case there are no available institutions with adequate capacity to implement ESMS, training on how to implement ESMS will be mandatory to all institutions after capacity assessment.

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex: Annex 9 Gender And Youth

Mission Dates: 12/08/2024 30/08/2024

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Project No. 2000003951

Report No. 7128-AO

East and Southern Africa Division
Programme Management Department

Gender. The Gender Inequality Index (GII = 0.520) and the Gender Development Index (GDI assessed at 0.905)^[1] show the extent of the loss of human development due to gender inequality in Angola. Indeed, the country faces structural and socio-cultural inequalities between men and women that limit women's opportunities for empowerment. Women^[2] make up more than half (7,014,481 women) of the country's 13.6 million economically active people^[3]. Despite their important role in agriculture and household food and nutrition security, women are often poorer and more vulnerable than men. They face several constraints in achieving economic and social empowerment, due to existing cultural norms and traditions that increase inequalities.

The inequalities women face is linked to a- limited access to education, b- lack of policies on sexual and reproductive health and rights^[4] c) violence against women^[5], limited employment opportunities, low pay for work, and limited participation in public and political life. In 2022, the unemployment rate was 28.9% for women and 30.4% for men.^[6] Informal employment accounted for 80.5 per cent of total employment (87.9 per cent for women, 72.3 per cent for men, 95.2 per cent for young women and 91.3 per cent for young men).^[7] The average income of women is about two-thirds of that of men^[8]. The gross national income (GNI) per capita of women (USD4,751) is lower than that of men (USD 6,197). The literacy rate for adult men (15 years and older) is 83 per cent, compared to only 63 per cent for adult women.

Few women own the land, even though they practice 70 per cent traditional subsistence farming and 24 per cent commercial^[9] farming. Women are more likely to borrow land and have access to plots of land that are loaned, rented or allocated to groups of which they are members. They participate in field work on the land of the head of household. Gender disparities also concern access to agricultural assets, inputs, services, livestock, education/training and advisory support, as well as innovative technologies, financial services and knowledge in the entrepreneurial management of economic activities and market access.

Without education, women are forced to work in the low-productivity agricultural sector and in the informal economy^[10] to diversify their sources of income. Rural women are present in agricultural value chains, which are sufficiently visible in the small-scale marketing of food products and market gardeners in all markets (particularly physical markets located along major roads and in city centres) to sell their products. They are also very present in food processing. The rural exodus and pastoral areas, and longer transhumance have led to an increase in the number of women heads of household in several localities where transhumant livestock farming dominates.

The head of household is responsible for controlling natural and financial resources, often including those derived from women's economic activities (agriculture and livestock). In addition, the extreme poverty of rural households has a huge impact on the precocity of marriages^[11]. In addition, child marriage, which is often a socio-economic adjustment strategy endorsed by social norms and customary law, is more prevalent in rural areas and among poorer families, whose members have limited access to education. As a result, the capacity of these young women to advocate for their rights and overcome challenges is very limited. Although significant progress has been made in ensuring women's rights, there are still many obstacles to women's full and equal participation in decision-making at the community, household and public levels in the country. On the ground, there is a low level of social ownership of the gender approach, as well as the persistence of cultural provisions that are harmful to women, particularly regarding access to technology, inputs, land, credit and support services.

Youth

In Angola, more than half of the population is under 30 years old. The proportion of unemployed young people without education or vocational training has increased. In particular, the unemployment rate for young people aged 15 to 24 is 52.9%, which is higher^[19] than the national unemployment rate^[20]. The highest unemployment rate is observed for people whose educational level corresponds to the secondary cycle of general school education (that is about 35%). Young people predominate in informal employment (95.2% for young women and 91.3% for young men).^[21]

Like women, youth also face inequalities. The most important of which are access to land, financial capital and the market, which limit their economic empowerment. Youth have difficulty accessing information and vocational skills and are in the minority in decision-making bodies. This lack of opportunities limits their chances of escaping poverty and leads to increasing youth migration to urban areas. These youth lack appropriate training and/or education, especially in agriculture, entrepreneurship, management, etc. These factors are crucial to improving their productivity in the labour market and their greater inclusion in local supply chains

The Angola-2050 Strategy addresses the issue of youth in a cross-cutting way, providing this category with the necessary instruments to succeed in the field of entrepreneurship. The state makes reducing youth and adult illiteracy a priority in Angola's National Development Plan 2018-2022 and sets out medium-term strategies to expand access to and promote quality education. In line with this strategy and IFAD's Strategic Action Plan for Youth, the inclusive

targeting approach provides young men and women with the opportunity to engage in economic activities in rural areas that empower them and protect them from poverty, food insecurity, and attempted exodus and migration.

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex: Prodesa Exit Strategy Clean

Mission Dates: 12/08/2024 30/08/2024

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Programme Management Department

Annex XI. Exit Strategy

PRODESA is being designed as a multi-phase project, which impacts directly the exit strategy for Phase 1. Under Phase 2 (which will be dependent on performance during the first phase), production and marketing support will be expanded for existing and new beneficiaries based on the lessons learned at the end of Phase 1 with regards to resource management, business development and MSME financing. Central to the exit strategy for Phase 1 is therefore to ensure that beneficiaries are well prepared to take advantage of the additional support during the second phase, as part of a graduation process from mostly individual subsistence-based farming to collective sustainable commercialised livelihoods that require minimal outside support.

Under Phase 1, sub-component 1.1 will result in community participatory plans that can guide local farmers and farmer organisations with regards to developing the capacity for production and post-production activities after project end, these plans will thus form a key part of the exit strategy of the wider project and lay-out the community vision on resource management and the creation of inclusive agribusiness opportunities.

With regard to sub-component 1.2, farmers will complete the full 3-phase course of the Farmer Field School training thus gaining practical / applied knowledge on sustainable production, farmer organisation and business planning for effective participation in markets. The PMU will continue to monitor and provide support to those who have undergone the FFS, and will provide "top-up" training as needed under Phase 2, allowing to adequate time and support to ensure uptake, scalability and replicability of the local knowledge capital created through sub-component 1.2. Finally, as more FFS graduate, there will be a growing number of farmer organisations emerging from these capacity-building activities that can continue to provide support to other newly emerging groups post-project end. This local transfer of knowledge was one of the key lessons of the portfolio observed under SREP and SAMAP.

For the support to the San people under sub-component 1.3, the exit strategy will involve post-support monitoring of progress with regards to dedicated land and traditional livelihoods management, as well as graduation of beneficiaries to additional support from the Government and other partners, based on the needs identified by the San people themselves.

Sustainability and effective exit are embedded in the market linkages and physical market infrastructure support under Component 2. The value chain linkages forged under sub-component 2.1 are expected to be sustained once the project ends without further support requirements through the creation of strong ownership of the activities by local stakeholders based on successful business delivery and access to finance. PRODESA's exit strategy is based on the creation of linkages between agriculture, trade and finance that is necessary to develop agribusiness and unlock the local agro-economy and allowing these businesses to graduate from support from PRODESA towards independent profitable engagement in the agro-economy. The viable agribusiness pipeline created under the project will help unlock existing agri-lending mechanisms and bring them to the ground, thus leaving in place market-finance ready to support sector investment by smallholders organisations, MSMEs and cooperatives alike.

With regard to the market-access infrastructure under sub-component 2.2, public sector partners will be supported to ensure the inclusion of this infrastructure in local maintenance budgets after project end.

Across the components, a key part of the exit strategy for Phase 1 will be the technical capacity building of national institutions, under Component 3, particularly for extension

and land management, which will ensure these institutions are equipped to implement the scaled-up activities under Phase 2 and beyond.

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex: Annex 8 Prodesa Procurement Plan For First 18 Months Consultancy

Mission Dates: 12/08/2024 30/08/2024

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East and Southern Africa Division
Programme Management Department

Procurement Plan - Consulting
Angola

PRODESA

Project ID: xxxxxxx

Prepared by: Josephat Kinyele

Approved by:

USD		LCU	
Total Amount	4 199 000.00	0.00	Plan
	0.00	0.00	Actual
Non-Consulting:	0.00	0.00	Plan
	0.00	0.00	Actual
Grants:	0.00	0.00	Plan
	0.00	0.00	Actual

Version 1.0 27-Nov-24			Basic Data										EOI Shortlist Procedure							
AWPS/Component Ref	No	Description*	Grant	Non Consulting	Funding	Project Area or Procuring Entity	Plan vs. Actual	Shortlist (Yes/No)	Prior or Post Review	Procurement Method	Amount (USD)	Amount (LCU)	Plan vs. Actual	Submission of REOI	No Objection Date	REOI Launch Date	EOI Submission Deadline	Submission of Shortlist Report	No Objection Date	Submission of RFP/RCQ
C11A01	1	Recruitment of service provider for the implementation of 13 agro-pastorist field schools in South Cuando Cubango			IFAD		Plan	Yes	Prior Review	QCBS	75 000.00		Plan	5-Jul-26	12-Jul-26	14-Jul-26	28-Jul-26	11-Aug-26	18-Aug-26	22-Aug-26
							Actual				-	-	Actual							
C11A02	2	Recruitment of service provider for the implementation of 112 field farmer schools (FFS) in South Cuando Cubango			IFAD		Plan	Yes	Prior Review	QCBS	630 000.00		Plan	15-Jul-26	22-Jul-26	24-Jul-26	7-Aug-26	21-Aug-26	28-Aug-26	1-Sep-26
							Actual				-	-	Actual							
C11A04	3	Recruitment of service provider for the implementation of 112 field farmer schools in Mexico			IFAD		Plan	Yes	Prior Review	QCBS	630 000.00		Plan	15-Jul-26	22-Jul-26	24-Jul-26	7-Aug-26	21-Aug-26	28-Aug-26	1-Sep-26
							Actual				-	-	Actual							
C11A07	4	Recruitment of service provider for the implementation of 160 field farmer schools in Luanda Norte			IFAD		Plan	Yes	Prior Review	QCBS	540 000.00		Plan	15-Jul-26	22-Jul-26	24-Jul-26	7-Aug-26	21-Aug-26	28-Aug-26	1-Sep-26
							Actual				-	-	Actual							
C11A14	5	Recruitment of a FFS Specialist (in Mexico)			IFAD		Plan	Yes	Prior Review	ICS	129 000.00		Plan	15-Jul-25	22-Jul-25	24-Jul-25	14-Aug-25	28-Aug-25	4-Sep-25	8-Sep-25
							Actual				-	-	Actual							
C11A15	6	Recruitment of a Community Development & Social Inclusion Specialist (in Mexico)			IFAD		Plan	Yes	Prior Review	ICS	129 000.00		Plan	15-Jul-25	22-Jul-25	24-Jul-25	14-Aug-25	28-Aug-25	4-Sep-25	8-Sep-25
							Actual				-	-	Actual							
C11A16	7	Recruitment of a Climate Change & Environmental Specialist (in Mexico)			IFAD		Plan	Yes	Prior Review	ICS	129 000.00		Plan	15-Jul-25	22-Jul-25	24-Jul-25	14-Aug-25	28-Aug-25	4-Sep-25	8-Sep-25
							Actual				-	-	Actual							
C21A01	8	Consultancy for design and supervision of 50km rural feeder roads in Moxico, North Cuando Cubango & Bie			IFAD		Plan	Yes	Post Review	ICS	19 000.00		Plan	15-Jul-26	N/A	17-Jul-26	7-Aug-26	21-Aug-26	N/A	25-Aug-26
							Actual				-	-	Actual							
C21A02	9	Consultancy for design and supervision of 5 small scale bridges in Moxico, North Cuando Cubango & Bie			IFAD		Plan	Yes	Post Review	ICS	2 000.00		Plan	15-Jul-26	N/A	17-Jul-26	7-Aug-26	21-Aug-26	N/A	25-Aug-26
							Actual				-	-	Actual							
C21A03	10	Recruitment of land governance and titling expert			IFAD		Plan	Yes	Post Review	ICS	129 000.00		Plan	15-Jul-26	N/A	17-Jul-26	7-Aug-26	21-Aug-26	N/A	25-Aug-26
							Actual				-	-	Actual							
C21A05	11	Recruitment of an Infrastructure Specialist (in Mexico)			IFAD		Plan	Yes	Prior Review	ICS	129 000.00		Plan	15-Jul-25	22-Jul-25	24-Jul-25	14-Aug-25	28-Aug-25	4-Sep-25	8-Sep-25
							Actual				-	-	Actual							
C21A06	12	Recruit an Access to Finance Manager			IFAD		Plan	Yes	Prior Review	ICS	126 000.00		Plan	15-Jul-25	22-Jul-25	24-Jul-25	14-Aug-25	28-Aug-25	4-Sep-25	8-Sep-25
							Actual				-	-	Actual							
C31A26	13	Recruit 2 Business Development Managers			IFAD		Plan	Yes	Prior Review	ICS	166 000.00		Plan	15-Jul-25	22-Jul-25	24-Jul-25	14-Aug-25	28-Aug-25	4-Sep-25	8-Sep-25
							Actual				-	-	Actual							

Procurement Plan - Consulting

Angola

PRODESA

Project ID: xxxxxxxx

Prepared by: Josephat Kinyele

Approved by:

Selection Methods

QCBS: Quality and Cost-Based Selection

QBS: Quality-Based Selection

CQS: Selection by Consultants' Qualifications (shortlist is required for th

LCS: Least-Cost Selection

FBS Fixed Budget Selection

ICS: Individual Consultants Selection (shortlist is required for this metho

SSS: Sole Source Selection

Selection (Design/PM): Single Sourcing established in the project desig
implementation manual

Version		1.0	27-Nov-24	Proposal Process			Evaluation				Contract Award & Sign					
AWP/Component Ref	Nº	Description*	No-objection Date	RFP/RCQ Launch Date	Proposal submission deadline	Submission of TER	No-objection Date	Submission of CER	No-objection Date	Plan vs. Actual	Issue of NOITA&Standstill	Date Contract Award	Negotiations completed	Submission of Draft Contract	No-objection Date	Date Contract Signature
C11A01	1	Recruitment of service provider for the implementation of 13 agro-pastorist field schools in South Cuando Cubango	29-Aug-26	31-Aug-26	15-Oct-26	29-Oct-26	5-Nov-26	19-Nov-26	26-Nov-26	Plan	29-Nov-26	14-Dec-26	29-Dec-26	3-Jan-27	10-Jan-27	14-Jan-27
										Actual						
C11A02	2	Recruitment of service provider for the implementation of 112 field farmer schools (FFS) in South Cuando Cubango	8-Sep-26	10-Sep-26	25-Oct-26	8-Nov-26	15-Nov-26	29-Nov-26	6-Dec-26	Plan	9-Dec-26	24-Dec-26	8-Jan-27	13-Jan-27	20-Jan-27	24-Jan-27
										Actual						
C11A04	3	Recruitment of service provider for the implementation of 112 field farmer schools in Moxico	8-Sep-26	10-Sep-26	25-Oct-26	8-Nov-26	15-Nov-26	29-Nov-26	6-Dec-26	Plan	9-Dec-26	24-Dec-26	8-Jan-27	13-Jan-27	20-Jan-27	24-Jan-27
										Actual						
C11A07	4	Recruitment of service provider for the implementation of 160 field farmer schools in Luanda Norte	8-Sep-26	10-Sep-26	25-Oct-26	8-Nov-26	15-Nov-26	29-Nov-26	6-Dec-26	Plan	9-Dec-26	24-Dec-26	8-Jan-27	13-Jan-27	20-Jan-27	24-Jan-27
										Actual						
C11A14	5	Recruitment of a FFS Specialist (in Moxico)	15-Sep-25	17-Sep-25	8-Oct-25	N/A	N/A	22-Oct-25	29-Oct-25	Plan	N/A	4-Nov-25	18-Nov-25	23-Nov-25	30-Nov-25	4-Dec-25
										Actual						
C11A15	6	Recruitment of a Community Development & Social Inclusion Specialist (in Moxico)	15-Sep-25	17-Sep-25	8-Oct-25	N/A	N/A	22-Oct-25	29-Oct-25	Plan	N/A	4-Nov-25	18-Nov-25	23-Nov-25	30-Nov-25	4-Dec-25
										Actual						
C11A16	7	Recruitment of a Climate Change & Environmental Specialist (in Moxico)	15-Sep-25	17-Sep-25	8-Oct-25	N/A	N/A	22-Oct-25	29-Oct-25	Plan	N/A	4-Nov-25	18-Nov-25	23-Nov-25	30-Nov-25	4-Dec-25
										Actual						
C21A01	8	Consultancy for design and supervision of 50km rural feeder roads in Moxico, North Cuando Cubango & Bie	N/A	27-Aug-26	17-Sep-26	N/A	N/A	1-Oct-26	N/A	Plan	N/A	7-Oct-26	21-Oct-26	26-Oct-26	N/A	30-Oct-26
										Actual						
C21A02	9	Consultancy for design and supervision of 5 small scale bridges in Moxico, North Cuando Cubango & Bie	N/A	27-Aug-26	17-Sep-26	N/A	N/A	1-Oct-26	N/A	Plan	N/A	7-Oct-26	21-Oct-26	26-Oct-26	N/A	30-Oct-26
										Actual						
C21A03	10	Recruitment of land governance and titling expert	N/A	27-Aug-26	17-Sep-26	N/A	N/A	1-Oct-26	N/A	Plan	N/A	7-Oct-26	21-Oct-26	26-Oct-26	N/A	30-Oct-26
										Actual						
C21A05	11	Recruitment of an Infrastructure Specialist (in Moxico)	15-Sep-25	17-Sep-25	8-Oct-25	N/A	N/A	22-Oct-25	29-Oct-25	Plan	N/A	4-Nov-25	18-Nov-25	23-Nov-25	30-Nov-25	4-Dec-25
										Actual						
C21A06	12	Recruit an Access to Finance Manager	15-Sep-25	17-Sep-25	8-Oct-25	N/A	N/A	22-Oct-25	29-Oct-25	Plan	N/A	4-Nov-25	18-Nov-25	23-Nov-25	30-Nov-25	4-Dec-25
										Actual						
C31A26	13	Recruit 2 Business Development Managers	15-Sep-25	17-Sep-25	8-Oct-25	N/A	N/A	22-Oct-25	29-Oct-25	Plan	N/A	4-Nov-25	18-Nov-25	23-Nov-25	30-Nov-25	4-Dec-25
										Actual						

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex: Annex 8 Prodesa Procurement Plan For First 18 Months Goods

Mission Dates: 12/08/2024 30/08/2024

Document Date: 16/04/2025

Project No. 2000003951

Report No. 7128-AO

East and Southern Africa Division
Programme Management Department

Procurement Plan - Goods

Angola

PRODESA

Project ID: 888888

Prepared by: Acuphast Agency

Approved by:

	USD	UGX	
Total Amount	1 700 000.00	0.00	Plan
	0.00	0.00	Actual
Non-Financialing	0.00	0.00	Plan
	0.00	0.00	Actual

Procurement Method:
N0: National Shopping
N1: International Shopping
N2N: National Competitive Bidding
N2S: International Competitive Bidding
L0S: Lowest (Financial) Bidding

ADP/Component ID#		2.0	27-Nov-24																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																									

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex: Annex 8 Prodesa Procurement Plan For First 18 Months Time Estimations

Mission Dates: 12/08/2024 30/08/2024

Document Date: 16/04/2025

Project No. 2000003951

Report No. 7128-AO

East and Southern Africa Division
Programme Management Department

Day Ranges *These tables provide estimated timelines by procurement methods, based on experience and guidance in the Procurement Handbook where specified.*

*The approximate number of days are used in the default Procurement Plan Formulas. Timelines in the Approx fields/Formulas **are not prescriptive, and may be modified by the project.***

Approx figures entered will be highlighted/flagged, if below the Minimum number of days. Zero indicates steps that are not applicable to the method, and are indicated as N/A in the Formulas.

Goods & Works

Procurement Method	Submission of PreQual docs			No Objection Date			PreQual Invitation Date			PreQual Closing Date			Submission of PreQual Report			No Objection Date			Submission of BD			No-objection Date		
	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx
Single Envelope																								
RFQ/Shopping (NS/IS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	3	N/A-Start Date	7	10	7
NCB (no PreQual)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	N/A-Start Date	7	10	7
ICB (no PreQual)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	N/A-Start Date	7	10	7
LIB (no PreQual)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	N/A-Start Date	7	10	7
NCB (with PreQual)	1	4	N/A-Start Date	7	10	7	1	3	2	14	30	30	14	21	14	7	10	7	1	14	10	7	10	7
ICB (with PreQual)	1	4	N/A-Start Date	7	10	7	1	3	2	14	30	30	14	21	14	7	10	7	1	14	10	7	10	7
LIB (with PreQual)	1	4	N/A-Start Date	5	10	7	1	3	2	14	30	30	14	21	14	7	10	7	1	14	10	7	10	7
Direct Contracting/ Force Account	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	3	N/A-Start Date	7	10	7
Two Envelope																								
NCB (no PreQual)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	N/A-Start Date	7	10	7
ICB (no PreQual)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	N/A-Start Date	7	10	7
LIB (no PreQual)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	N/A-Start Date	7	10	7
NCB (with PreQual)	1	4	N/A-Start Date	7	10	7	1	3	2	14	30	30	14	21	14	7	10	7	1	14	10	7	10	7
ICB (with PreQual)	1	4	N/A-Start Date	7	10	7	1	3	2	14	30	30	14	21	14	7	10	7	1	14	10	7	10	7
LIB (with PreQual)	1	4	N/A-Start Date	7	10	7	1	3	2	14	30	30	14	21	14	7	10	7	1	14	10	7	10	7

Services

Selection Method	Submission of REOI			No Objection Date			REOI Launch Date			EOI Submission Deadline			Submission of Shortlist Report			No Objection Date			Submission of RFP/RCQ			No-objection Date		
	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx
QCBS (w/Shortlist)	1	4	N/A- Start Date	7	10	7	1	3	2	14	30	14	14	21	14	7	10	7	1	7	4	7	10	7
FBS (w/Shortlist)	1	4	N/A- Start Date	7	10	7	1	3	2	14	30	21	14	21	14	7	10	7	1	7	4	7	10	7
LCS (w/Shortlist)	1	4	N/A- Start Date	7	10	7	1	3	2	14	30	21	14	21	14	7	10	7	1	7	4	7	10	7
QBS (w/Shortlist)	1	4	N/A- Start Date	7	10	7	1	3	2	14	30	21	14	21	14	7	10	7	1	7	4	7	10	7
CQS (w/Shortlist)	1	4	N/A- Start Date	7	10	7	1	3	2	14	30	21	14	21	14	7	10	7	1	5	4	7	10	7
ICS (w/Shortlist)	1	4	N/A- Start Date	7	10	7	1	3	2	14	30	21	14	21	14	7	10	7	1	5	4	7	10	7
QCBS (noShortlist)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	N/A- Start Date	7	10	7
FBS (noShortlist)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	5	N/A- Start Date	7	10	7
LCS (noShortlist)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	N/A- Start Date	7	10	7
QBS (noShortlist)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	N/A- Start Date	7	10	7
SSS/ Selection (Design/PIM)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	N/A- Start Date	7	10	7

NOTE

1. Some procurement methods for low-value processes might require No Objections based on the Prior Review Thresholds. Where they do not require, No Objection number of days should be zero.
2. **RFP**: Request for Proposals: standard procurement document used for Services.
3. **RCQ**: Requests for Consultants Qualifications: Procurement document used for CQS and LCS. The RFP is used for all other procurement methods
4. Consulting services and Good/Works methods could either be used for Non-Consulting Services
5. All days are calendar days

Day Ranges

Goods & Works

Procurement Method	Bid Invitation Date			Bid Closing-Opening			Submission Tech Eval Rpt			No-objection Date			Submission Combined Eval Rpt/Bid Evaluation Report			No-objection Date			Issue of NOITA & Standstill			Date Contract Award		
	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx
Single Envelope																								
RFQ/Shopping (NS/IS)	1	3	1	5	21	14	0	0	0	0	0	0	1	7	7	7	10	7	0	0	0	4	-	6
NCB (no PreQual)	1	3	2	30	45	30	0	0	0	0	0	0	3	21	14	7	10	7	1	3	3	14	-	15
ICB (no PreQual)	1	3	2	45	70	45	0	0	0	0	0	0	3	21	21	7	10	7	1	3	3	14	-	15
LIB (no PreQual)	1	3	2	45	70	45	0	0	0	0	0	0	3	21	21	7	10	7	1	3	3	14	-	15
NCB (with PreQual)	1	3	2	30	45	30	0	0	0	0	0	0	7	21	14	7	10	7	1	3	3	14	-	15
ICB (with PreQual)	1	3	2	45	70	45	0	0	0	0	0	0	7	21	21	7	10	7	1	3	3	14	-	15
LIB (with PreQual)	1	3	2	45	70	45	0	0	0	0	0	0	7	21	21	7	10	7	1	3	3	14	-	15
Direct Contracting/ Force Account	1	3	1	7	30	14	0	0	0	0	0	0	3	21	7	7	10	7	0	0	0	4	-	6
Two Envelope																								
NCB (no PreQual)	1	3	2	30	45	30	3	21	3	7	10	7	3	14	14	7	10	7	1	3	3	14	-	15
ICB (no PreQual)	1	3	2	45	70	45	3	21	21	7	10	7	3	14	14	7	10	7	1	3	3	14	-	15
LIB (no PreQual)	1	3	2	45	70	45	3	21	21	7	10	7	3	14	14	7	10	7	1	3	3	14	-	15
NCB (with PreQual)	1	3	2	30	45	30	7	21	14	7	10	7	3	14	14	7	10	7	1	3	3	14	-	15
ICB (with PreQual)	1	2	2	45	70	45	7	21	21	7	10	7	3	14	14	7	10	7	1	3	3	14	-	15
LIB (with PreQual)	1	2	2	45	70	45	7	21	21	7	10	7	3	14	14	7	10	7	1	3	3	14	-	15

Services

Selection Method	RFP/RCQ Launch Date			Proposal submission deadline			Submission of TER			No-objection Date			Submission of CER			No-objection Date			Issue of NOITA & Standstill			Date Contract Award		
	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx
QCBS (w/Shortlist)	1	3	2	45	60	45	14	21	14	7	10	7	7	14	14	7	10	7	1	3	3	14	-	15
FBS (w/Shortlist)	1	3	2	45	60	45	14	21	14	7	10	7	7	14	14	7	10	7	1	3	3	14	-	15
LCS (w/Shortlist)	1	3	2	45	60	45	14	21	14	7	10	7	7	14	14	7	10	7	1	3	3	14	-	15
QBS (w/Shortlist)	1	3	2	21	60	45	14	21	14	7	10	7	0	0	0	0	0	0	1	3	3	14	-	15
CQS (w/Shortlist)	1	3	2	14	30	21	0	0	0	0	0	0	14	21	14	7	10	7	0	0	0	4	-	6
ICS (w/Shortlist)	1	3	2	14	30	21	0	0	0	0	0	0	14	21	14	7	10	7	0	0	0	4	-	6
QCBS (noShortlist)	1	3	2	45	60	45	14	21	14	7	10	7	7	14	14	7	10	7	1	3	3	14	-	15
FBS (noShortlist)	1	3	2	14	30	21	7	21	14	7	10	7	7	14	14	7	10	7	1	3	3	14	-	15
LCS (noShortlist)	1	3	2	21	30	25	7	21	14	7	10	7	7	14	14	7	10	7	1	3	3	14	-	15
QBS (noShortlist)	1	3	2	21	60	45	14	21	14	7	10	7	0	0	0	0	0	0	1	3	3	14	-	15
SSS/ Selection (Design/PIM)	1	3	2	7	30	30	0	0	0	0	0	0	7	21	14	7	10	7	0	0	0	4	-	6

Day Ranges

Goods & Works

Procurement Method	Submission of Draft Contract			No-objection Date			Date Contract Signature			Totals			
	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Approx Months/Days
Single Envelope													
RFQ/Shopping (NS/IS)	3	7	5	7	10	7	4	7	4	40	78	58	1m 27d
NCB (no PreQual)	3	7	5	7	10	7	4	7	4	78	123	94	3m 3d
ICB (no PreQual)	3	7	5	7	10	7	4	7	4	93	148	116	3m 25d
LIB (no PreQual)	3	7	5	7	10	7	4	7	4	93	148	116	3m 25d
NCB (with PreQual)	3	7	5	7	10	7	4	7	4	126	208	164	5m 12d
ICB (with PreQual)	3	7	5	7	10	7	4	7	4	141	233	186	6m 4d
LIB (with PreQual)	3	7	5	7	10	7	4	7	4	139	233	186	6m 4d
Direct Contracting/ Force Account	3	7	5	7	10	7	4	7	4	44	101	58	1m 27d
Two Envelope													
NCB (no PreQual)	3	7	5	7	10	7	4	7	4	88	147	104	3m 13d
ICB (no PreQual)	3	7	5	7	10	7	4	7	4	103	172	137	4m 16d
LIB (no PreQual)	3	7	5	7	10	7	4	7	4	103	172	137	4m 16d
NCB (with PreQual)	3	7	5	7	10	7	4	7	4	136	232	185	6m 3d
ICB (with PreQual)	3	7	5	7	10	7	4	7	4	151	256	207	6m 25d
LIB (with PreQual)	3	7	5	7	10	7	4	7	4	151	256	207	6m 25d

Services

Selection Method	Negotiations completed			Submission of Draft Contract and MoN Date			No-objection Date			Date Contract Signature			Totals			
	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Min	Max	Approx	Approx Months/Days
QCBS (w/Shortlist)	10	28	15	3	7	5	7	10	7	4	7	4	172	268	193	6m 11d
FBS (w/Shortlist)	10	28	15	3	7	5	7	10	7	4	7	4	172	268	200	6m 18d
LCS (w/Shortlist)	10	28	15	3	7	5	7	10	7	4	7	4	172	268	200	6m 18d
QBS (w/Shortlist)	10	28	15	3	7	5	7	10	7	4	7	4	134	244	179	5m 27d
CQS (w/Shortlist)	7	14	14	3	7	5	7	10	7	4	7	4	113	195	142	4m 21d
ICS (w/Shortlist)	7	14	14	3	7	5	7	10	7	4	7	4	113	195	142	4m 21d
QCBS (noShortlist)	10	28	15	3	7	5	7	10	7	4	7	4	128	190	145	4m 24d
FBS (noShortlist)	10	28	15	3	7	5	7	10	7	4	7	4	90	158	121	3m 30d
LCS (noShortlist)	10	28	15	3	7	5	7	10	7	4	7	4	97	160	125	4m 4d
QBS (noShortlist)	10	28	15	3	7	5	7	10	7	4	7	4	90	166	124	4m 3d
SSS/ Selection (Design/PIM)	7	21	21	3	7	5	7	10	7	4	7	4	55	126	103	3m 12d

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex: Annex 8 Prodesa Procurement Plan For First 18 Months Works

Mission Dates: 12/08/2024 30/08/2024

Document Date: 16/04/2025

Project No. 2000003951

Report No. 7128-AO

East and Southern Africa Division
Programme Management Department

Procurement Plan - WORKS

Angola

PRODESA

Project ID: xxxxxxx

Prepared by: Josephat Kinyele

Approved by:

	USD	LCU	
Total Amount	407 000.00	0.00	Plan
	0.00	0.00	Actual
Non-Consulting:	0.00	0.00	Plan
	0.00	0.00	Actual

Version		1.0	27-Nov-24	Basic Data											Pre-Qualification				
AWPB/Component Ref	No	Description	Non Consulting	Funding	Lot No/Description	Project Area or Procuring Entity	Plan vs. Actual	Pre-or Post Qualification	Prior or Post Review	Procurement Method	Envelopes	Amount (USD)	Amount (LCU)	Plan vs. Actual	Submission of PreQual Docs	No Objection Date	PreQual Invitation Date	PreQual Closing Date	Submission of PreQual Report
C21A08	1	Upgrading of 5 small bridges in Moxico, North Cuando Cubango and Bie		IFAD			Plan	Post-Qual	Post Review	NS	1	25 000.00		Plan	N/A	N/A	N/A	N/A	N/A
							Actual					-	-	Actual					
C21A09	2	Upgrading of 50kms of rural feeder roads		IFAD			Plan	Post-Qual	Prior Review	NCB	1	274 000.00		Plan	N/A	N/A	N/A	N/A	N/A
							Actual					-	-	Actual					
C11A10	3	Construction of 17 structures/shade houses and installation of equipment for cassave post production handling in Moxico, Luanda Norte and Luanda Sul.		IFAD			Plan	Post-Qual	Post Review	NS	1	108,000.00		Plan	N/A	N/A	N/A	N/A	N/A
							Actual					-	-	Actual					
							Plan							Plan					
							Actual					-	-	Actual					
							Plan							Plan					
							Actual					-	-	Actual					
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							Plan							Plan					
							Actual					-	-	Actual					

Procurement Plan - WORKS

Angola

PRODESA

Project ID: xxxxxxx

Prepared by: Josephat Kinyele

Approved by:

Procurement
Methods
NS: National
Shopping
IS: International
Shopping
NCB: National
Competitive Bidding
ICB: International
Competitive Bidding
LIB: Limited
(International)
Bidding

Version	1.0	27-Nov-24		Bidding Process				Bid Evaluation					Contract Award				
AWPB/Component Ref	№	Description	No Objection Date	Submission of BD	No-objection Date	Bid Invitation Date	Bid Closing-Opening	Submission Tech Eval Rpt	No-objection Date	Submission Combined Eval Rpt*	No-objection Date	Plan vs. Actual	Issue of NO/TA&Standstill	Date Contract Award	Submission of Draft Contract	No-objection Date	Date Contract Signature
C21A08	1	Upgrading of 5 small bridges in Moxico, North Cuando Cubango and Bie	N/A	2-Nov-26	N/A	3-Nov-26	17-Nov-26	N/A	N/A	24-Nov-26	N/A	Plan	N/A	30-Nov-26	5-Dec-26	N/A	9-Dec-26
												Actual					
C21A09	2	Upgrading of 50kms of rural feeder roads	N/A	15-Nov-26	22-Nov-26	24-Nov-26	24-Dec-26	N/A	N/A	7-Jan-27	14-Jan-27	Plan	17-Jan-27	1-Feb-27	6-Feb-27	13-Feb-27	17-Feb-27
												Actual					
C11A10	3	Construction of 17 structures/shade houses and installation of equipment for cassave post production handling in Moxico, Luanda Norte and Luanda Sul.	N/A	5-Nov-26	N/A	6-Nov-26	20-Nov-26	N/A	N/A	27-Nov-26	N/A	Plan	N/A	3-Dec-26	8-Dec-26	N/A	12-Dec-26
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Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex: Annex 6 Prodesa Secap Review Note 11 2024

Mission Dates: 12/08/2024 30/08/2024

Document Date: 16/04/2025

Project No. 2000003951

Report No. 7128-AO

East and Southern Africa Division
Programme Management Department

Annex 6: Social, Environment and Climate Assessment Procedures (SECAP) Review Note

1. Introduction

1. The Social Environment Climate Assessment Procedures (SECAP) study supports the development and decision-making process for PRODESA. The study guides climate change (CC) adaptation and mitigation, aligning with the Government's existing sustainable national development policies, environmental action plans, and climate change strategies. Most importantly, the SECAP also guides the establishment of outcome-driven national development strategies and systems that address sustainable environmental and natural resources management (ENRM), promote more significant social equity in rural communities, and encourage appropriate measures for adaptation.

2. The main objectives of the background study are:

- a) To conduct a strategic evaluation of the current and future environmental and social impact on Angola's performance of the poverty reduction and community resilience activities
- b) To propose climate change adaptation and mitigation measures and strategic opportunities for PRODESA and national/rural sector development plans and the country's contribution to achieving the Sustainable Development Goals (SDGs) and nationally determined contributions (NDCs).

3. This SECAP is based on documents and statistical data reviews from various secondary sources, including the Government of Angola's country reports, legal, institutional, policy, and programme documents. Furthermore, the study includes a review of IFAD strategy papers and action plans and reports from other multilateral agencies and development partners, together with findings from consultations of key stakeholders in-country and virtually.

2. Situational analysis and potential project impacts

2.1 Socio-economic and nutritional assessment

4. The main social risks and impacts of the project, with moderate score, based on the screening include: the risk of that the project could: (i) be located in cultural and religious areas containing features of cultural heritage; (ii) directly and indirectly affect indigenous peoples rights to land, natural resources, territories, livelihoods, knowledge, social fabric, traditions, governance systems and cultural heritage; (iii) diseases such as malaria and waterborne diseases could potentially affect the capacity to address weather related hazards; and (iv) social inequalities (for women, youth indigenous peoples, people with disabilities -PWD) are being exacerbated by climate change.

5. **Demographics¹:** Angola has an estimated total population of 35.59 million in 2022, of which only 32% live in rural areas (World Bank, 2023). The average population density is 28.55 inhabitants per km². The country is experiencing rapid population growth. The natural rate of population increase is 3.1%. Two-thirds of the

¹ According to the 2014 general census, the country's population is estimated at 33,933,611 inhabitants (2021) spread over the country's 18 provinces. (INE, 2014, General Census)

population is under the age of 25². The fertility rate (5.1 in 2023³) is among the highest in the world⁴. Women have an average of six children nationwide and eight in rural areas⁵. Angola has one of the highest infant mortality rates in the World. The infant mortality rate: 48 deaths per thousand live births in 2022. Life expectancy is average (61.93 years in 2022). In addition, the adolescent fertility rate is the third highest in the world, and about 30 per cent of Angolan adolescent girls become mothers⁶. This limits women's and girls' access to education, employment, and participation in public life, and increases the risk of poverty, food insecurity and malnutrition.

6. The project will be implemented in the five provinces of Angola, namely: Cuando-Cubango and Moxico, Lunda Norte and Lunda Sul, and Bie. The population of Cuando Cubango is estimated at 677,630 for 2022, with 43 percent rural population and 57 percent urban areas population; the total land area is 204, 000 square kilometres with an estimated population density of 3,321 per square kilometre. Youth (15-35 years of age) and women represent 30 per cent and 50.9 per cent of the population respectively. The population for Moxico is estimated at 964,426 (2022), with 45 per cent living in the rural area and 55 per cent living in the urban area. The total land area is 201,000 square kilometres with a population density of 4.798 per square kilometre. Youth (aged 15 to 35 years) and women represent 30 per cent and 51 per cent respectively.

7. **Overall poverty situation.** The country faces significant challenges in terms of the development of basic social services and the persistence of social inequalities, including gender inequalities. Since 2008, more than half of the population has been living below the poverty line of \$3.65 a day in lower-middle-income countries⁷. The UNDP Human Development Report 2023 indicates that in 2021, 51 per cent of the population (17.63 million people) lived in multidimensional poverty, 32.5 per cent in extreme poverty and 15.5 per cent (an additional 5.4 million people) were vulnerable to multidimensional poverty. The Gini coefficient in Angola is 0.51 which is the highest in Africa⁸. This indicator testifies to the depth of inequality, although encouraging developments have been observed since 2021, as shown by the inequality-adjusted HDI (which fell by 30.5 per cent, bringing this HDI down to 0.407⁹), the gender inequality index (GII, which stands at 0.537) and the gender-related development index (GDI, which is established at 0.903). However, the persistence of poverty and inequality contributes to the country's poor ranking on the Human Development Index (148th out of 191 countries and territories). Rural populations, especially young people and women are most affected.

8. Vulnerability to poverty is generally higher in rural areas than in urban areas¹⁰. For Cuando Cubango. 74.8 per cent of the population are multidimensionally poor.¹¹ There are more poor people in the rural areas compared to the urban areas¹². According to the World Bank (2020)¹³, vulnerability to drought is high in the Southern provinces and drought leads to increase in severity of poverty, increased food

² National Institute of Statistics (INE).

³ Angola-United Nations Population Fund (UNFPA), 2023, World Population Prospects 2022 revision. United Nations Population Division, 2022

⁴ The national fertility rate is the seventh highest in the world in 2023 (United Nations Population Fund (UNFPA), 2023. State of World Population Report, 2023).

⁵ Angola-World Food Programme (WFP), 2019, Interim Strategic Country Plan – Angola (2020-2022)

⁶ The teenagers involved are between 15 and 19 years old. <http://documents.worldbank.org/curated/en/337691552357946557/pdf/angola-scd-03072019-636877656084587895.pdf>

⁷ World Bank, "Angola », 2021. Available at:

https://documents1.worldbank.org/curated/en/099926110132214008/pdf/IDU0433ca40c00d02045_920b77e0fbc5442788c1.pdf.

⁸ <https://openknowledge.worldbank.org/bitstream/handle/10986/34057/Angola-Poverty-Assessment.pdf?sequence=4>

⁹ United Nations Development Programme (UNDP), 2022. *Rapport sur le développement humain, 2021/2022*.

¹⁰ in Cuando Cubango, vulnerability is 38.6 per cent in urban areas and 83.4 per cent in rural areas; for Moxico 31.6 per cent in urban areas and 84.2 per cent in rural areas (World Bank 2020)

¹¹ https://ophi.org.uk/wp-content/uploads/Angola_PM_2020.pdf

¹² The poverty prevalence in Cuando Cubango is 31 per cent urban and 61 per cent rural. Poverty prevalence in rural Mexico is 74 per cent compared to 32 per cent in urban areas.

¹³ World Bank, 2000; Angola Poverty Assessment

insecurity and child malnutrition. Strong dry spells are constantly hampering the rainy seasons and the hydrological years in Angola, and especially the south provinces. Reportedly, the humanitarian situation is dire¹⁴: people are fleeing the most affected areas and food security issues are spreading. The droughts are hitting at the core of the growing seasons, affecting crops and rangelands. The vulnerability of rural households to poverty is mainly due to low human and physical capital, low asset endowments, low asset ownership, low levels of education, large household size and dependence on subsistence rain-fed agriculture.

9. **Socio-economic characteristics of poor households.** Agriculture production is based on subsistence family food crop and livestock production. Many agricultural households practice small-scale subsistence farming with very little access to modern agronomic technologies and irrigation¹⁵. It is estimated that 80% of farmers are smallholders¹⁶. In Southern Angola, the main crops grown are sorghum and millet and livestock rearing (cattle and sheep and goats) provides a source of income. Pigs and poultry are mainly owned by women. However, the country imports most of its food, hence the need to develop agriculture to meet the needs of the urban demand as well as rural areas.

10. Food insecurity and poverty are widespread throughout these areas. Overall, 15% of households live in extreme poverty. In rural areas, 94 per cent of households are in the poor category. In addition, there is a certain social hierarchy in the manifestations of poverty within households. In households with 3 or more children, the incidence of poverty increased by more than double that of households with only one dependent child (INE, 2020b, p31). Households with children aged 0-14 are among the households most affected by poverty (one-third of these households live on less than \$2.15 a day).¹⁷ According to an analysis of multidimensional child poverty, 74.4 per cent of children aged 0-14 years' experience three to seven different deprivations¹⁸.

11. The movement of pastoralists and agro pastoralists following the rain has traditionally made their livelihoods resilient, but the recurrent droughts are causing longer transhumance periods (cattle transhumance starts earlier and lasts longer than usual) affecting productivity of livestock. The southern provinces are thus exposed chronically to drought which, in addition to the national socio-economic issues, minimises the coping and recovery capacity of population and the local economy. The impact of droughts has been exacerbated by significant inflation which limits access to food, basic goods, and public services. Local authorities lack the capacity and resources to fully implement the drought response. Water projects (repairs and construction of boreholes) initiated by local governments have come to a standstill due to the lack of resources to pay contractors and a low capacity of implementation, especially in remote provinces.

12. In general, access to food in Angola is highly dependent on the level of poverty in the household. The prevalence of undernourishment is estimated at 47 per cent in the poorest households¹⁹. This is due to inadequate nutrition, food insecurity, weak food systems, poverty, and insufficient access to key social services. These

¹⁴ 1.58 million households in Angola require food assistance in 2022 due to the 2021/22 drought in the South of Angola

¹⁵ Small-scale farms produce rainfed food crops on plots with an average size of 2 to 3 hectares. Small household plots do not exceed 0.2 hectares in irrigated areas (AfDB, 2022)

¹⁶ IFAD, Angola 2023.

¹⁷ World Bank, « Angola », *Poverty & Equity Brief, Africa Eastern & Southern*, avril 2023.

Available at :

https://databankfiles.worldbank.org/public/ddpext_download/poverty/987B9C90-CB9F-4D93-AE8C-750588BF00QA/current/Global_POVEQ_AGO.pdf.

¹⁸ UNICEF, *Childhood in Angola: A multidimensional Analysis of Child Poverty*, 2018. Disponible à l'adresse suivante : www.unicef.org/esa/reports/childhood-angola.

¹⁹ INE, Multiple Indicator and Health Survey (MISI) 2015-2016.

characteristics provide clear indications of the profile of vulnerable households to be targeted in the context of PRODESA implementation.

13. **Gender:** There is widening gender inequality in Angola. Angola's overall Global Gender Gap score is 0.657, positioning it at 119 out of 153 countries²⁰, which is one of the highest in the world. The HDI (2019) is 0.581, positioning Angola at 148 out of 189 countries²¹. Women constitute 50.5 percent of Angola's population. They²² account for more than half (7,014,481 women) of the country's 13.6 million economically active people²³. Although there has been significant progress in guaranteeing women's rights, there are still many barriers to women's full and equal participation in decision-making at the community, household, and public life levels in the country.

14. Women face underrepresentation in politics and in decision making bodies. Angola's literacy rate is 71.1 per cent (82 per cent male, 60.7 per cent female)²⁴. Female participation in the labour market is 76.1 per cent compared to 78.9 per cent for men. Women in rural areas constitute 70 per cent of the small-scale subsistence farmers and almost contribute all the labour. In Angola, 27 per cent of women are less likely to be salaried workers compared to 40 per cent of men. As for employed women, 81 per cent are in vulnerable employment compared to 54 per cent of men. In 2022, the unemployment rate was 28.9% for women and 30.4% for men.²⁵ Informal employment accounted for 80.5 per cent of total employment (87.9 per cent for women, 72.3 per cent for men, 95.2 per cent for young women and 91.3 per cent for young men).²⁶

15. Several constraints exacerbate gender inequality: access to productive resources (inputs, finance, and knowledge), lack of access to education, market access, drudgery, drought, and low income and employment opportunities. In addition, few women are landowners, even though they do 70 per cent of traditional subsistence agriculture and 24 percent of commercial agriculture²⁷. Gender gaps in access to resources (such as agricultural production factors and employment and education have long term impacts on family incomes and structural transformation. Men own the means of production (land, livestock, and finance) and women provide most of the labour (for crop cultivation, conservation, processing, marketing of food crops and family nutrition security).

16. Women-headed households constitute 51.8 percent of the households (consisting of 51.4 percent in urban areas and 52.2 percent in rural areas)²⁸. Poverty is more prevalent in rural areas and more so in female-headed households and mostly affects single mothers, widows, and the elderly. Many women are also defacto head of household because of being members of polygamous households, male labour migration or conscription. Existing social norms negatively affect women's participation in all productive activities and constrain their voice in decision making, and influence in household expenditures and at community level. Women are more likely to be poor and illiterate and have low access to medical care, property ownership, credit, training, and employment.

17. Cultural norms keep women in subordinate positions perpetuating inequality between men and women. In addition, gender-based violence against women and girls

²⁰ World Economic Forum, 2022; Gender Gap report

²¹ <https://hdr.undp.org/sites/default/files/Country-Profiles/AGO.pdf>

²² Women make up 51.2% of Angola's estimated population of 33 million in 2022 (National Institute of Statistics, 2023).

²³ Employed and unemployed persons aged 15 and over.

²⁴ https://en.wikipedia.org/wiki/Education_in_Angola

²⁵ In 2022, the overall unemployment rate was 29.6% (Angola-National Institute of Statistics-INE, 2023, Statistics 2022)

²⁶ National Institute of Statistics INE, 2023

²⁷ Institute for Security Studies; Jenny Clover (2005) and Food and Agriculture Organization of the United Nations (FAO) (2014).

²⁸ World Bank (2022) RECLIMA - project Information Document

is high but few cases are reported to the police. Women in the drought stricken Southern Angola bear the brunt of climate change. Women and girls walk for long distances to fetch water. At the same time, women are marginalised in decision making positions in water point groups, even though the women are primary managers of household water. As a result of the drought, the male migrates to cities for work, and end up starting new families in the city leading to broken families. The migration of males' results in increased burden for women. Increasing economic activity among women has led to an increase in their workload. Children are left without supervision at an early age.

18. **Gender roles:** Commercial agriculture production and cattle rearing is the responsibility of men, while women oversee food crop cultivation. Men are involved in land preparation and mechanisation and irrigation crops. They own and trade large animals such as cattle, and are responsible for cutting, hauling, selling timber from forests and practising mining and carpentry. Women are responsible for the unpaid reproductive roles (raising children, preparing food, keeping poultry and goats, collecting fuel wood and water, provide labour for tillage planting, weeding, harvesting, fetching forest wood gathering and harvesting crops). They spent time processing food for home consumption and for sale. Women earn small income selling vegetables and forest products (firewood, charcoal, wild fruits). The income is spent on manufactured products, family food needs and children education. Officially women have equal land rights to men, but customary laws override, where men's land rights are through inheritance, women's rights are through marriage and restricted to land used for food crop only. Farms run by female headed households tend to have less labour available for farm work, due to limited resources that women must hire labour. Female farmers have limited access to loans compared to their male counterparts, since they do not have collateral. Women are more illiterate than men with an average expected year of schooling of 8.3 years for women and 14 years for men. Women are less likely to have access to information to make use of pest control systems as well as of mechanised equipment.

19. Overall, women face daily challenges in balancing their domestic and economic responsibilities. In rural areas, women tend to work 1.5 to three times longer hours than men. On average, they spend 8.2 hours more per week than men on unpaid domestic work. This translates into less time for income-generating activities, rest, recreation, and participation in community events. These issues will be addressed by the project in terms of targeting, social inclusion and Women's Economic Empowerment through an operational plan that will be developed with all stakeholders at the beginning of the project. For all field activities, 50% of target households will be female headed. The project will also strengthen women's and girls' leadership and participation in decision-making at community level and beyond and support the government in disseminating its legal and normative instruments to create an enabling environment for gender equality.

Gender and Climatic Change impacts: Men and women perceive climate change and food availability differently. Women perceive droughts in terms of water shortage for domestic use, men tend to perceive it in terms of lack of pasture for the livestock. This causes men to migrate in search of greener pastures. As men migrate, they set up new families and women move into agriculture as household heads and the inequalities in rights over resources raise concern to the sustainability of their families.

Similarly, climate change has contributed to the reorganisation of gender roles in agricultural practices. The responsibilities of young women on farms are increasing in all regions. In fact, tillage: land clearing, manual ploughing and crop maintenance are increasingly carried out by women, especially young women (and sometimes young

children), who are members of households or paid workers on several farms. There is also a concentration of households in areas close to water²⁹. Trends are towards less shifting cultivation, with a slight reduction in the workload associated with land clearance, but an increase in the maintenance workload (for women and children) due to weed pressure (in certain areas). Other important findings are that drought and over-exploitation of the soil have led to women being forced to identify sites very far from their homes, increasing the burden and working time (1 - 3 hours walking to sites compared to less than 1 hour walking before) and enormous difficulties in transporting produce.

20. The constraints will be addressed by the empowerment of women and men through the Gender Action Learning System (GALS) to challenge the social norms that remain a barrier to the achievement of gender transformation. Other measures to be considered include, capacity building, literacy training, introduction of labour-saving technologies, involvement of women in management committees, income generation activities, and advocacy, provision of drip irrigation, wheelbarrows, childcare facilities among others. The project will develop activities to support land clarification and negotiation for the availability of land close to homes and not exploited for the benefit of women, in addition to activities on soil fertilisation. Similarly, awareness-raising activities on gender balance within households and producer groups (associations, cooperatives) will be developed to promote changes in the division of labour within the household.

21. **Youth:** These are defined as people aged 15 to 35 years³⁰. The Angolan population is a youthful country. About 19 percent of the population are aged 15-24 years and 66 percent of the population are less than 25 years old. In both Moxico and Cuando Cubango, 74 percent of the population are below 30 years. The youth face many challenges in areas of education, employment, access to productive resources (land and finance), lack of decision-making roles, lack of entrepreneurial skills and basic nutrition. Many youths migrate to urban areas, where some go to school and gain formal employment. Migration levels are highest for the age group 25 to 35 years. Youth unemployment is estimated to be 59.8 percent of the total unemployed. The 2021 total youth unemployment is 18.5 percent (18.2 per cent males and 9.1 per cent females)³¹. In particular, the unemployment rate for young people aged 15 to 24 is 52.9%, which is higher³² than the national unemployment rate³³. Young people predominate in informal employment (95.2% for young women and 91.3% for young men)³⁴.

22. The youth in rural areas are engaged in subsistence agriculture and are involved in family-based livelihood activities (handicraft, fishing, and small shops). These young people lack appropriate qualification and/or training, especially in market-oriented agriculture. They have challenges to access finance and low level of education.

²⁹ The field visits revealed a very high concentration of farmers around the water points: the sites with 10 farming families at the beginning of their activities have grown to more than 100 families on the same areas that have been exploited for years, creating a risk of conflict with the constant arrival of new farmers.

³⁰ Angola does not have an age definition; however, Angola is a signatory to the African Charter which defined youth as 15 to 35 years of age.

³¹ World Bank <https://data.worldbank.org/indicator/SL.UEM.1524.ZS?locations=AO>

³² The unemployment rate at the national level was 31.6% in the second quarter of 2021 (AfDB-Angola, 2022, op.cit. pv). The unemployment rate at the national level was 31.6% in the second quarter of 2021 (AfDB-Angola, 2022, op.cit. pv)

³³ Tradingeconomics.Com | Instituto Nacional De Estatística, Angola, 2022.

³⁴ Women account for 87.9 per cent of informal employment compared to 72.3 per cent of men (National Institute of Statistics INE, 2023)

23. The youth are less attracted to agriculture since they prefer enterprises with quick returns. Among the San communities, youth participation in agriculture varies, with some interested in the quicker results and gains from horticulture.

24. **Indigenous people (IP)/marginalised people:** There is limited information on the existence of marginalised groups in Angola. The GoA does not recognise the concept of indigenous people (IP) and there is no reference to IP in the Constitution. The marginalised groups in Angola include the San and Himba and other smaller groups (Kwisi, Kwepe, Kiwali and Zemba). The San and Himba are situated mainly in the southern province of Huila, and Cuando Cubango. The Kwila, the Kwele and Zemba who speak the Herero language. The total population of the marginalised is estimated to be 25,000³⁵. Many of the marginalised people still live as hunters-gatherers, staying in rudimentary shelters and moving in their ancestral territories, while others have settled in homesteads where they practise agriculture, surrounded by Bantu neighbours. The San are estimated at 0.1 per cent of the population of Angola³⁶. Most of the San reside in Cunene and Huila Provinces, with the largest San population is found in Cuando Cubango Provinces. The San live on state land without title or in the same areas, where they have leasehold established. There is low level of employment and the San occasionally work as casual labour on people's fields in exchange for food.

25. The IPs depend on subsistence agriculture consisting of small-scale crop and livestock production primarily for own use, and collection of wild plants for consumption and sale. In Cuando Cubango, the San are more reliant on natural resources, with limited alternative livelihoods. Cuando Cubango has unreliable water sources with the population relying on seasonal water sources, rainwater harvesting and rivers. The San have limited nutrition and lack access to services. The challenges faced include displacements from ancestral lands, drought, and land tenure, availability of seed, access roads and access to natural resources. San groups have been assisted by civil society organisations (CSOs) on civil registration, training in agriculture and promotion of cultural, socio and economic rights. There are small initiatives on adoption support for adaptation to agriculture and livestock. The San also have public recognition at national level. It is recognised that the marginalised groups face economic, social, political, and cultural marginalisation in societies, resulting in extreme poverty.

26. **Marginalised People (PWD):** The marginalised people consist of People with Disabilities (PWD), ex-combatants displaced and landless people. There are 658,258 PWD in Angola³⁷ (365,547 urban and 290,710 rural). The prevalence of disability was 2.5 per cent with 56 per cent male and 44 per cent women³⁸. Of these, 56 per cent reside in the rural areas. The most prevalent forms of disabilities include mental (10 per cent), sensory (28 per cent), and motor disability (62 per cent). Disability is caused by the effects of four decades of civil war, deficiencies in health, limited access to prevention programmes, effects of diseases, low educational levels of families, the hidden attitudes levels on disability, and high road accident rate. The long civil war has caused several physical and emotional stress resulting in human handicap. Since 2011 the government has set up a law on social inclusion of handicapped children and the regulation on open spaces and walked places for handicap persons. These handicapped persons are also organised into 18 federation and associations to represent their social categories and advocate for more support from the state and development partners.

27. **The main problems include** health, education, access to information, drinking water and decent housing, and economic and social conditions, water, and

³⁵ World Directory of Minorities and Indigenous People

³⁶ World Bank 2021, ADSWA proposal

³⁷ INE 2014; General Census

³⁸ INE survey 2014

hygiene, (difficulty to access due to distance and physical barriers.). Other problems include low levels of social awareness, preventing PWD from recognising their abilities and skills which otherwise have their abilities and skills which otherwise have allowed them to carry out activities and marginalisation. PWD face extreme poverty due to lack of sufficient resources, loss of property after acquiring disability and lack of social protection. The response has been in terms of information access, education, professional skills training, empowerment and rehabilitation through training, employment opportunities, consumption, and social security. Participation as a measure to guarantee the development of PWD in all areas of their personal life³⁹, social integration through agriculture production, animal husbandry, and professional training. The project will create employment for women, men, and the young people with disabilities. In May 2014, the GOA ratified the Convention on the Rights of Persons with Disabilities (CRPD) and developed a framework to provide various support to the disabled including the rapid establishment of the National Council for persons with Disabilities.

28. **Displaced people:** According UNHCR, there are 3,135 displaced people in Moxico province out of a total of 56,456 people of concern in Angola⁴⁰. The refugee camps are full, and services are overstretched.

29. **Ex-combatants:** The civil war that lasted from 1975 to 2002, resulted in the demobilisation of close to 80,357 ex combatants in all the 18 provinces of Angola. In 1995, GoA created a Ministry in charge of Former Combatants and Motherland Veteran. To support the socio-economic integration of the ex-combatants, an Inter Ministerial Commission for Coordination of socio-economic Reintegration Actions of Ex combatants and Homeland Veterans Integrating various ministerial departments was put in place to support these sensitive and fragile categories in the areas of health, finance, agriculture and social affairs.

30. **Pastoralists:** The pastoralists in Cuando Cubango face challenges in the shifting, social, economic, and ecological environment. Women pastoralists have limited decision making opportunities. The climate and land-use changes interfering with their transhumance routes and the seasonal productivity of the rangelands are putting pressure on their livelihood. Resilience may be built by supporting them in adaptation, land-use planning involving both transhumance and settled communities to secure stock routes, establishing water points and building fodder buffers and diversification into complementary food production and income generation. There is also a need to increase access to healthcare, education and markets adapted to the transhumance way of life. The men are already looking for alternative employment and diversify the use of natural resources. After the men have migrated to find work in towns, the women are left to care for the livestock, and this increases their work burden. There are also cultural barriers that prevent women from owning livestock or going into unsafe forests to look after cattle. The women are also constrained due to lack of finance and skills, low literacy, poor nutrition, etc. Due to climate change, women spend time looking for fuel wood, have less access to education and health services, have increased domestic burden and the natural resources used for income generation is decreasing. Conflicts could arise due to scarcity of natural resources, and this is unsafe for women and girls.

31. **Nutrition:** Angola ranks 97 out of the 116 qualifying countries in the 2021 Global Hunger Index with a score of 26⁴¹; this implies that the country "suffers from a level of hunger that is serious". Malnutrition remains a pervasive challenge, with UNICEF estimates of 3.9 million children with severe acute malnutrition admissions

³⁹ Convention on the Right of Persons with Disabilities (2017) Angola

⁴⁰ <https://data.unhcr.org/fr/country/ago>

⁴¹ <https://www.globalhungerindex.org/angola.html>

among 6 to 59 months old children in 2021. Although there has been a decrease in stunting rate with the three provinces supported by UNICEF, the stunting rates remain high: Cuando Cubango 43 per cent⁴². Undernourishment affected 17 per cent, wasting 8.2 per cent⁴³, and overweight affected 3.4 per cent (2015)⁴⁴ of the children under 5 years in Angola. In addition, the prevalence of thinness (10.6 per cent for boys and 5 per cent for girls), overweight (16.9 per cent girls and 8.7 per cent boys) and obesity (3.8 per cent girls and 2.4 per cent boys) in children and adolescents (aged 5-19 years)⁴⁵, show that the boys are thinner, less overweight, and less obese than girls. The infant and child feeding practices are poor with 37.4 per cent of infants aged 0 to 5 months being exclusively breast fed, and an estimated 14.5 per cent of adult women and 5.2 per cent of adult men are living with obesity⁴⁶.

32. Micronutrient deficiencies are pervasive: more than 30 per cent of preschool children and half of pregnant women are anaemic, almost two-thirds of preschool aged children are Vitamin A deficient, 20 per cent of children are at the risk of developing iodine deficiency disorder and half the population is at risk of inadequate zinc consumption⁴⁷. More than 30 per cent of the population consume less than three meals a day⁴⁸. An estimated 7.3 million people in Angola were facing food and nutrition insecurity due to climate shocks. The Southern Angola Provinces, Cuando Cubango, have faced consecutive drought conditions. As per food Security Phase Classification analysis, 1.58 million people are facing acute levels of food insecurity in March 2022⁴⁹.

33. Angola is facing several public health problems. Infant mortality is 44 out of 1000 live births. About 44 per cent of the population lack adequate safe drinking water⁵⁰. The lack of water and sanitation and poor hygiene practices are the main causes of infectious diseases contributing to malnutrition and infant mortality. The prevalence of HIV/AIDS is low at 2 per cent⁵¹, malaria, acute respiratory infections, diarrheal disease, tuberculosis, and trypanosomiasis account for seventy per cent of all deaths. Diabetic prevalence is 4.6 per cent of the population (aged 20-79 years)⁵²: affecting 9.8 per cent of adult women and 10.9 per cent of adult men⁵³. Women's role in food utilisation is critical, as they are responsible for food; processing and preparation and therefore are crucial to the dietary diversity of their household and overall nutrition status of the family.

34. **The nutrition indicators include** Minimum Dietary Diversity for Women (MDDW) and Minimal Acceptable Diets (MAD) for young children (age 6 - 23 months). MDDW is an indicator of whether women 15-49 years of age have consumed at least 5 out of ten defined food groups the previous day. The MAD combines meal frequency and dietary diversity. Suboptimal MAD is influenced by limited access to and high cost of nutrition food, suboptimal child feeding and care practices.

35. **The underlying causes of undernutrition, food insecurity and poor dietary diversity include** rising poverty levels, limited diet diversity, poor sanitation and hygiene conditions, high unemployment, and gender inequality. The food security situation has been exacerbated by consecutive drought in the southern part of Angola, low crop yields and poor harvest, depleted resources, loss of livelihoods and livestock, rising food prices, lack of water and sanitation, and increasing pests/diseases

⁴² UNICEF Angola information fliers 2022

⁴³ <https://data.worldbank.org/indicator/SH.STA.WAST.ZS?locations=AO>

⁴⁴ <https://data.worldbank.org/indicator/SH.STA.OWGH.ZS?locations=AO>

⁴⁵ Global Nutrition Report (2021), Angola

⁴⁶ Ibid.

⁴⁷ World Bank (2011) Angola Nutrition Gap Analysis

⁴⁸ Ibid.

⁴⁹ [https://reliefweb.int/report/angola/angola-food-insecurity-emergency-appeal-no-mdrao007#:~:text=Food%20insecurity%20analysis%20conducted%20in,IPC%20Phase%204%20\(Emergency\).](https://reliefweb.int/report/angola/angola-food-insecurity-emergency-appeal-no-mdrao007#:~:text=Food%20insecurity%20analysis%20conducted%20in,IPC%20Phase%204%20(Emergency).)

⁵⁰ <https://www.unicef.org/angola/agua-saneamento-e-higiene>

⁵¹ <https://data.worldbank.org/indicator/SH.DYN.AIDS.ZS?locations=AO>

⁵² <https://data.worldbank.org/indicator/SH.STA.DIAB.ZS?locations=AO>

⁵³ <https://globalnutritionreport.org/resources/nutrition-profiles/africa/middle-africa/angola/>

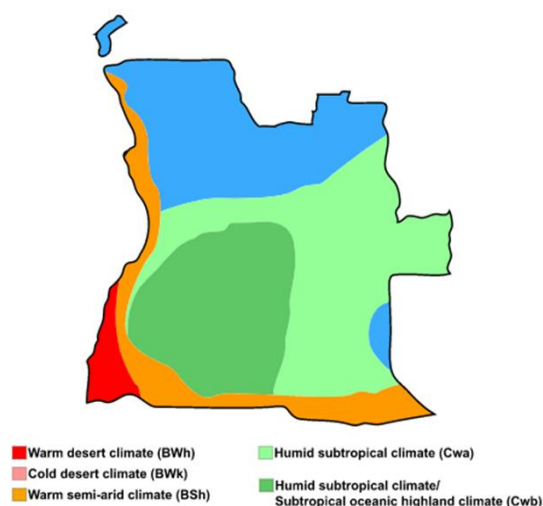
infestations. Inadequate care and poor feeding practices causes malnutrition in children, while the high prevalence of waterborne disease is due to lack of access to safe water and sanitation. As livestock has been affected by lack of fodder and depletion of rangelands, the pastoralists have crossed into Namibia in search of grazing land and water. COVID-19 pandemic and agriculture resources remain underutilised as the country continues to face increasing frequency and intensity of shocks. The Ukraine crisis has increased fuel, food, and fertiliser prices. The coping strategies include skipping meals, borrowing, reducing quantities, and eating less preferred food.

36. To increase the average household income and effectively fight poverty and reduce inequalities in Angola, several measures have been reiterated in the new National Development Plan (NDP) 2023-2027. The plan focuses on improving the business environment and competitiveness by diversifying the economy through private sector development while addressing market failures. Through this new development framework, the GoA aims to create a framework for harmonious and sustainable development based on equity and social justice. The country, through the Ministry of Social Action, Family and Women's Empowerment, is allocating funds to ensure the availability of staple foods to vulnerable families⁵⁴. Through its targeting methodology and the orientation of its support, PRODESA will provide vulnerable households beneficiaries of this food support the opportunity to strengthen their resilience to the food and nutrition insecurity they face.

2.2 Environment and climate context, trends, and implications

37. **Geographical location:** Angola is located on the western Atlantic Coast of Southern Africa between Namibia and the Republic of the Congo⁵⁵. It also is bordered by the Democratic Republic of the Congo and Zambia to the east. The country consists of a sparsely watered and somewhat sterile coastal plain extending inland for a distance varying from 50 to 160 km (31 to 99 mi). Slightly inland and parallel to the coast is a belt of hills and mountains and behind those a large plateau. The total land size is 1,246,700 km² (481,400 sq. mi). It has an Exclusive Economic Zone of 518,433 km² (200,168 sq. m)⁵⁶.

38. **Angola natural regions:** Angola has four principal natural regions: the arid coastal lowland, stretching from Namibia to Luanda and characterized by low plains and terraces; green hills and mountains, rising inland from the coast into a great escarpment; a large area of high inland plains of dry savannah, called the high plateau (planalto), which extends eastward and south-east from the escarpment; and rain forest in the north and in Cabinda.⁵⁷ The highest point in Angola is Morro de Môco, at 2,620 m. Elevations generally range from 910 to 1,830 m (3,000 to 6,000 ft)⁵⁸



⁵⁴ The government has allocated approximately USD 562,540 through the Ministry of Social Action, Family and Women's Empowerment, to ensure the availability of food and staple foods to vulnerable families across the country (AfDB, 2022)

⁵⁵ <https://www.worldatlas.com>

⁵⁶ Angola Maps & Facts - World Atlas

⁵⁷ Geography of Angola - Wikipedia

⁵⁸ "Background Note: Angola". U.S. Department of State. December 2001. Archived from the original on June 5, 2002

Figure 1. Angola natural regions

39. **Biodiversity:** Angola has exceptional forest and biodiversity resources. The major threats to biodiversity and tropical forests in Angola include both direct and indirect factors related to i) Poverty and population growth; ii) Habitat conversion and overexploitation of natural resources; and iii) Institutional and management challenges. Many natural resources are over-exploited, and the environment faces increased degradation from unsustainable agricultural practices, deforestation, grazing, pollution, and a variety of other anthropogenic factors.⁵⁹ Desertification and climate change add to the stress, as do poverty and population growth.

40. Most of Angola's natural resources are not formally protected or suffer from ineffective protection, which can be attributed to a variety of policy, capacity, and governance barriers. Legal and regulatory provisions intended to protect forests and biodiversity are inadequate and seldom respected. Policies and regulations for tapping into economic opportunities such as tourism and biodiversity offsets for furthering conservation objectives are lacking. Knowledge of the high-value biodiversity of Angola and how this can be leveraged to promote both conservation and strengthen livelihoods is not being used in policymaking. Historically, weak enforcement of conservation regulations has resulted in uncontrolled use of forest and biodiversity resources, due to a lack of technical and operational capacity.

41. Protected areas lack management plans, are easily accessible for illegal activities and the market value of their resources is important. In general, other stakeholders (e.g., NGOs, private sector) are not being mobilized for managing resources, and conflicts over land tenure and access to resources persist. In addition, the human resources and knowledge bases are insufficient for effective protected area management and overall biodiversity conservation⁶⁰.

42. **Forests resources:** Angola, forests cover close to 18.4 per cent of the nation's total area and form one of the country's most critical natural resources.⁶¹ The Cuando Cubango Province comprises forest cover types that are dominated by "miombo" woodlands and composed primarily of trees of the legume family (Fabaceae). These include dense *Brachystegia*-dominated woodland in the north, *Burkea* *Brachystegia* woodland in the central portion of the province, and *Burkea*-dominated woodland in the south⁶². There are also riparian forests, especially in the south, and riparian grasslands, primarily in the north and centre. Both the amount of annual precipitation and density of tree cover decrease as one travels from north to south. While large-scale coal production is not felt in the coastal and river towns (probably due to the lack of a market), it is so in Menongue, Cuito Canavale and Cushi, supplying coal to the Luanda market. Generally, there is no type of forest management plan for the municipalities on the waterfront. There is evidence of devastating and uncontrolled deforestation between the years 2016 - 2018 where 116 companies were licensed to do logging⁶³. The municipalities most affected were Cuangar, Menongue, Cuito Canavale and Cushi.⁶⁴ The species found in the province (Girassonde, Mupanda, Mucussi, Mussindi and Movala) are highly sought after in the markets of Namibia and South Africa. The exploration has been mainly done by Asian companies. There is also noticeable distinct encroachment of forest species into previous clearings. Where

⁵⁹ [pnaeb422.pdf \(usaid.gov\)](#)

⁶⁰ http://pdf.usaid.gov/pdf_docs/PNADE195.pdf

⁶¹ [Angola, forests cover close to 18.4 per cent of the nation's - Search \(bing.com\)](#)

⁶² http://www.encapafira.org/documents/biofor/BATS_118_119_Assessment_Angola_May_2008.doc

⁶³ - Angola, Fourth National Report (2010-01-22)

⁶⁴

https://www.researchgate.net/publication/235677726_Deforestation_or_regrowth_A_quantification_of_forest_extension_in_the_Miombo_of_Angola_for_the_period_1990_-_2000

active human settlements are located, recent tree cutting has occurred in patches of (usually) 1-5 hectares, either due to forest conversion to agriculture or to activities of carvoeiros (charcoal producers). The tree species are in principle able to regenerate, but due to frequent burning, the trees do not have time to fully grow. Such species take approx. 60 years to reach the desired size for exploration. Currently, only 20 companies are licensed for controlled logging.

43. **Wildfires:** In Angola, widespread fires contribute to the degradation of the soil, with a negative impact on the production of honey, reducing the possibility of beekeeping due to the absence of flowers combined with the smoke from the fires. Fires have several objectives and reasons: for hunters to facilitate hunting, for small farmers to prepare the fields, for drivers to improve visibility and passage, smoking accidents, among others.⁶⁵ Firewalls (plugs) are rarely made, so fires often spread beyond what was intended. Bush fires are frequent and have resulted in the loss of soil nutrients. Large areas have been converted from woodland and forest into shrub land due to frequent anthropogenic fires. Much of Cuando Cubango and parts of Moxico are mosaics of open woodland separated along sharp margins from dense woodland and forest⁶⁶. Grasses and shrubs were mostly absent in the recently burned areas, and bare soil was common.

44. **Soils:** Angola hosts significant soil variety (Figure 2). The two dominant soil groups are Arenosols and Ferrasols. Arenosols dominate the eastern two-thirds of the country, where the parent material consists of coarse-textured sediments. Ferrasols occupy large portions of the western highlands and adjacent areas. These two infertile soil groups cover more than 80 per cent of Angola's surface. Other important soil types include Luvisols, Calcisols, Cambisols, Regosols, Solonchets, and Vertisols. The Luvisols are common in the northeastern hills and adjacent slopes where coffee cultivation used to be an important activity during colonial times. This area is now covered by dense forests that support a healthy population of small antelopes and avian fauna. Because of its relatively high agricultural potential, the opportunity cost of conservation in these fertile areas is higher than in areas dominated by Arenosols, where cultivation is a marginal activity at best.

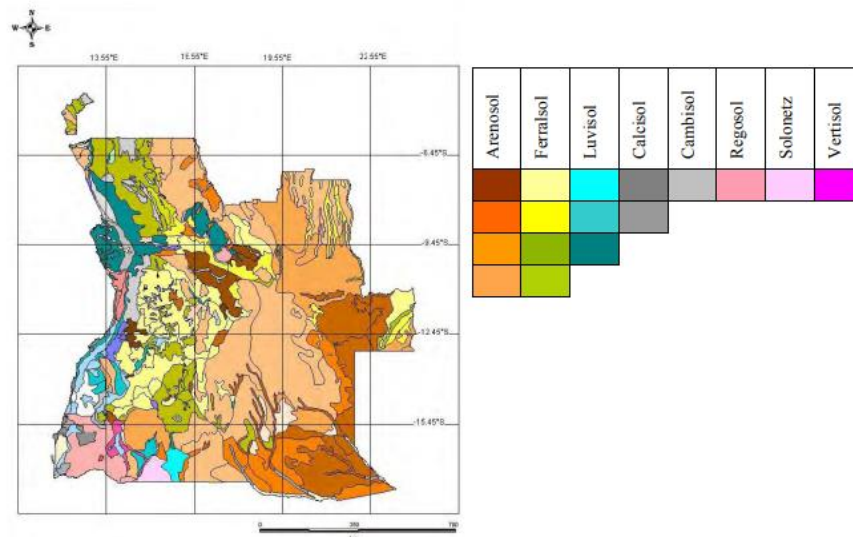


Figure 2: Generalized soils map of Angola

45. **Access to water:** Angola's vast natural water resources are primarily supplied through an extensive network of rivers and lakes. However, nearly half the population

⁶⁵ USAID. 2008. 118/119 Biodiversity and Tropical Forestry Assessment for Angola. USAID, Washington, D.C.

⁶⁶ [978-3-030-03083-4.pdf \(springer.com\)](https://doi.org/10.1007/978-3-030-03083-4.pdf)

of Angola (49.3 per cent) lacks access to clean drinking water⁶⁷. Although Angola has 47 major river basins, water distribution is uneven, with surface flows highest in the centre, north, and northeast⁶⁸. The Cuando Cubango Province has a wide range of rivers, the Cubango and Cuito rivers being navigable. This vast hydrographic resource has a great fish richness, made even more appealing by its easy capture in shallow waters. Drinking water supply, especially to Menongue, Cali and Cuito and Cuanavale Municipalities, is limited and based on the Conventional Water Supply Systems, where the remaining Municipalities await insertion. A new Conventional Water Supply System is under construction in the municipality of Rivungo but is still inadequate. In Canguar, the population that consumes drinking water represents 80 per cent, at headquarters, while 20 per cent, in peripheral neighbourhoods, do not have access at all except water directly from the river. As with most rural Angola, boreholes are the major means of water supply. Rivers are also an important source of water for livestock and human consumption. In many areas, there are no proper sanitation facilities and open defecation is common practice. Water points exist in most locations, but due to the distances between communities and the inaccessibility, many water point committees face challenges in maintenance and repair.

46. **Climate:** Angola has a tropical climate with wide variations in rainfall amounts and duration across different parts of the country. Rainfall is a key determinant of climatic differences in the country. The country experiences distinct seasons of alternating dry and rainy periods. The climate in the country is influenced by the cool sea currents especially along the coast and similarly by the altitudes in the plateau found in the interior part of the country. Rainfall decreases rapidly from North to South between the Atlantic coast and the countryside. The altitude invariably decreases from the Northeast to the Southeast, from 1,500 to 900 metres, which causes the waters of numerous rivers to run through the province to converge in the extreme Southeast, where the Cuando and the Cubango rivers flow into the desert sands of the Kalahari Desert. The entire Province is a gentle slope, only marked by a thin line of heights that separates the hydrographic basins from the two great rivers that identify the region. The annual average temperature is above 20°C, fitting in the tropical region of hot climate.

47. Rainfall also decreases from the Northwest to the Southeast, from the level of 1,400 to that of the annual 600 mm, so the climate changes from "humid" in Menongue to "semi-arid" in Mucusso, where the influence of the Kalahari Desert is well known. This is confirmed by the variation in temperatures, thermal amplitudes, and the degree of humidity. In the same way, the soils have different agricultural aptitudes in the different parts of the Province, the Northwest being the most suitable area for agriculture. There are two typical seasons: the rainy season, which runs from November to March, with April and October considered as months of transition; the dry season, which extends from May to August, with the months of June and July as the coldest months of the year. The duration of the rainy season is from September to May in the north and from December to March in the South. Rainfall variability from one year to the next is generally high with the Southern part of Angola being frequently affected by extreme weather events such as heat waves, droughts, floods, and storms.

48. **Climate change:** CC has been characterised by delayed onset of the rainy season. The planting season used to start in October every year. Currently, rainfall occurs in December often followed by prolonged dry periods that have been detrimental to crop production with pronounced low yields and high crop losses. The wet season suitable for growth of dryland crops has become even shorter. In addition, there is an increase in drought years with poor to no harvests recorded. The agriculture sector is vulnerable to prolonged periods of droughts, increased variability

⁶⁷

⁶⁸ [gx-er-waterprofiles-august2014.pdf \(deloitte.com\)](#)

of the rain regime, floods, and extreme temperatures, all having negative impacts on food security, livelihoods, and the adaptability of vulnerable communities. Harvest failures induced by drought have reportedly caused severe malnutrition in children. Consequently, farming communities have become more vulnerable to CC because of food insecurity, reduced incomes, and livelihoods, increasing disease and poor health as a result of delayed planting, low crop yields, crop losses, post-harvest losses, pests and diseases.

49. **Environment:** Angola's rainforests, located in the north of the country, are most threatened by subsistence agriculture which provides food for almost 90 percent of the population. Overgrazing and cutting forest for fuelwood are also significant causes of forest clearing and degradation. 3 million acres of land are forests (43, 3 per cent of the country 's territory). Only 2 per cent is comprised of dense, humid, high productivity forests, very rich in biodiversity. 65, 2 per cent is comprised of a mosaic of forest and savannah, as well as open forests called miombo, with medium productivity of wood, but socially and economically important to produce wood fuel, construction materials, medicinal plants, and non-wood products for food. The remaining percentage is occupied by dry savannah, with sparse tress and/or bushes, desert, and sub-desert steppe of low productivity. The wood chopping capability in the country 's natural forests is 333.000 m3 per year, which can allow the transformation of 1,150m3 /day of chopped wood.

50. **Environmental challenges:** Angola faces several environmental challenges, mainly soil erosion, land degradation and desertification. This is due to several factors, including inappropriate land cultivation practices, deforestation (for energy and commercial timber, including in the rainforests), as well as climate-induced erosion (severe rainfall). The transboundary area of Cuando-Cubango and Kavango faces environmental stress in meeting the livelihood needs of the increasing human population leading to food insecurity; water pollution from fertilizer and pesticide application upstream along the Cuito, Cubango and Okavango rivers; soil erosion and siltation of rivers; unsustainable subsistence fishing; uncontrolled harvesting of forest resources for timber, charcoal and fuelwood energy causing deforestation with minimal replanting; and uncontrolled anthropogenic fires. Under projected CC in Angola, it is inevitable that such environmental stresses render the communities in the transboundary area highly vulnerable to floods and drought

51. Unsustainable natural resource utilization methods include harvesting only highly marketable tree species such as Mussivi, Girassonde/Mucula, Mukoso/Muiumba, Mussissi, Mamué and Maku for timber and Mupanda for charcoal and wood fuel production. Communities undertake risky and unsustainable agricultural crop production in fragile sites such as low-lying areas, wetlands and marshy areas within the transboundary area that are prone to flooding. Consequently, communities experience crop failures and limited crop harvests, which brings food stocks to critically low levels, jeopardising their survival during dry spells or flooding when food resources are limited. Especially critical are grain stocks towards the end of season before the next harvest starts.

52. **Climate current:** Angola's rainy season lasts from October-May and is characterized as hot and humid. The Inter-tropical Convergence Zone (ITCZ) controls rainfall as it moves between the equator and tropics, bringing rainfall to Angola as it migrates southward from the equator in October. The rains coincide with the warmest months of the year with average temperatures ranging from 22-23°C. The dry season, known as "Cacimbo," occurs from June-September and is the coolest time of the year, with average temperatures between 18-20°C. Total rainfall decreases as you move

from north to south and from east to west in Angola, with northeastern Angola receiving the most amount of rain. Located along the Atlantic Ocean, much of Angola's climate is tied to sea surface temperatures and variations in the Benguela Cold Current

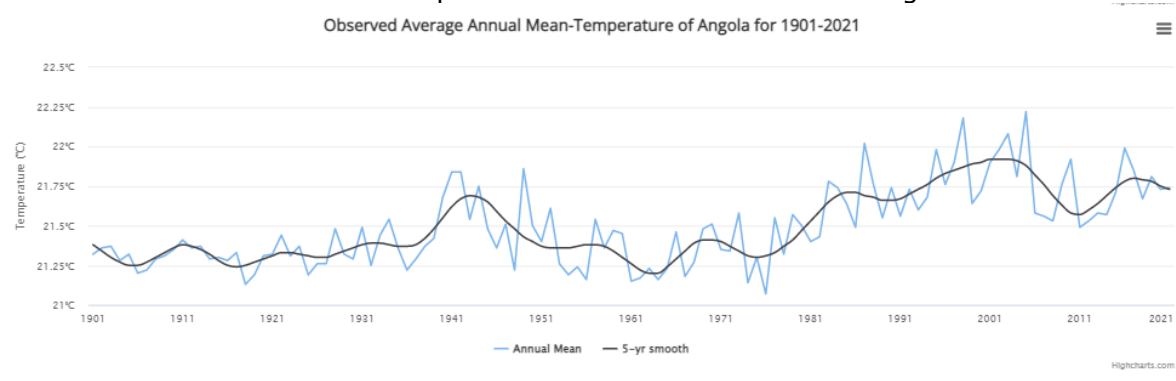


Figure 2 Observed Average Annual Mean Temperatures for 1901-2021

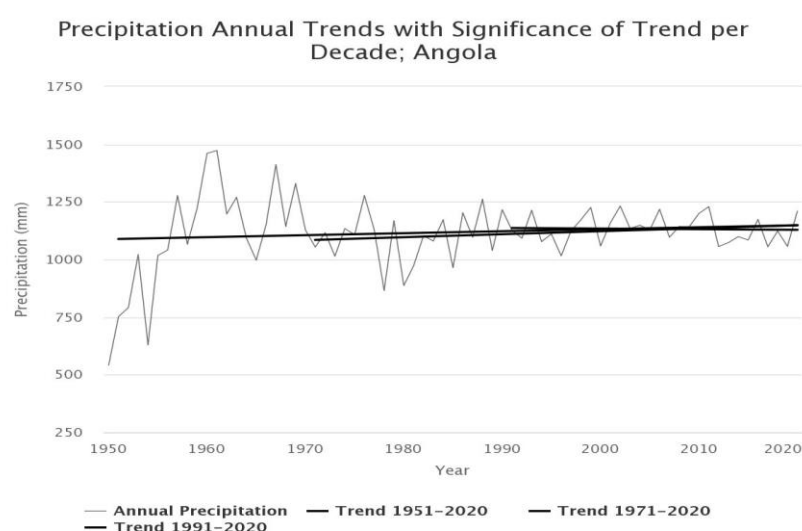


Figure 3 Precipitation trends with significance of Trend per decade: Angola

Impact of climate change on agriculture

53. Angola experiences severe food and water insecurity due to high drought occurrence. The mean annual rainfall is less than 425mm per annum. Increasing temperatures and rainfall variability have led to more frequent occurrences of floods and droughts resulting in negative effects for populations and ecosystems. The climate change (CC) impacts are experiencing are significant and include changing weather patterns, drops/rises in water levels, and increased frequency of extreme weather events such as droughts and floods, whose socio-economic repercussions are making communities even more vulnerable.

54. Due to the same changing conditions, subsistence agriculture is negatively impacted by reduced agricultural crop yield (Figure 4), reduced grazing availability and overgrazing, declining quality of soils for dryland farming (sorghum, pearl millet and maize), loss of land productivity and soil degradation, lack of construction materials, increased water shortages for livestock consumption, pest outbreaks destroying crops, disease and parasites affecting livestock, hunger and famine (nutrition deficiency and malnutrition, increased poverty and migration of male members of communities in search of better grazing or employment opportunities.

55. In either case, small-scale subsistence farmers and pastoralists remain vulnerable to climate-induced effects. The abilities of these communities, and especially of their most vulnerable groups, to cope with droughts have been greatly weakened over the years due to the aggravated impacts of such events, which have become more frequent as well as severe. As a result, communities have no alternative options but to resort to overexploitation of NR using unsustainable methods. Lack of inadequate extension services further worsens their vulnerability to drought risks.

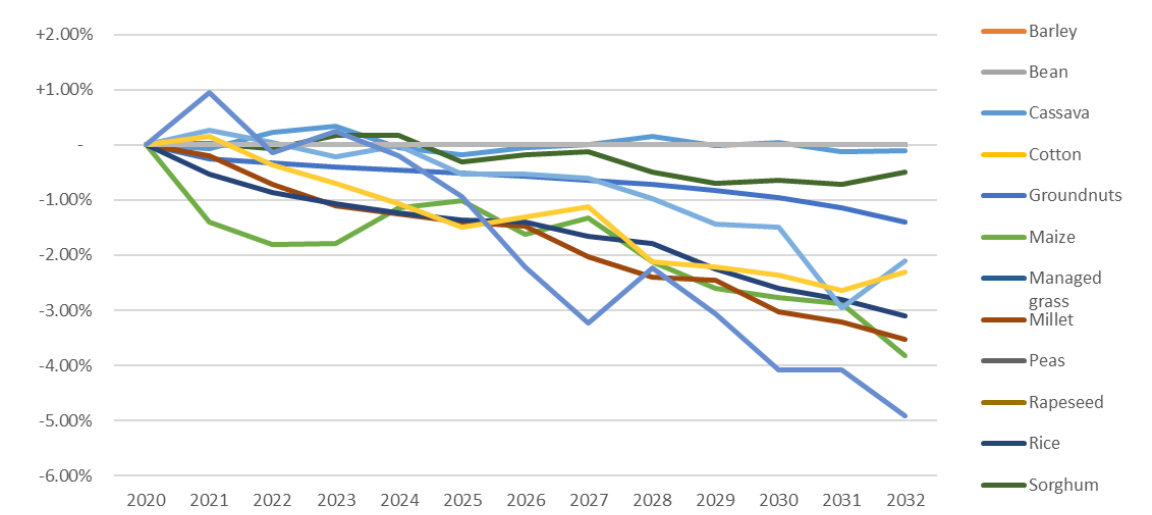
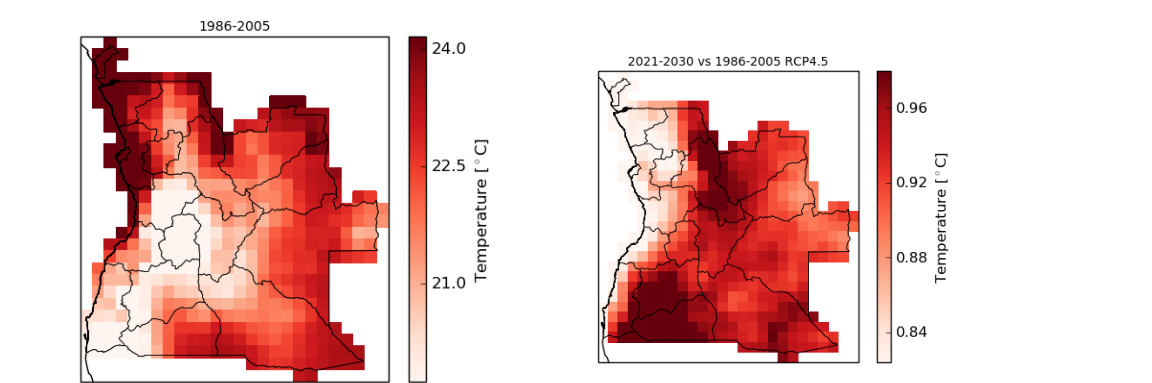


Figure 4 Impact of climate change on rainfed crop yields

Climate projections

56. **Temperature:** Projections of maximum and minimum temperatures for Angola based on IPCC models and Representative Concentration Pathway (RCP 4.5) indicate that mean annual temperature is expected to increase between 1.2 and 3.2°C by 2060. The southeast inland areas are expected to experience the highest increase in maximum temperature, while projections for the northern coastal areas indicate a lower increase (Carvalho et al, 2017). Mean land surface temperatures are likely to surpass the increase in global mean land surface temperature in all seasons over southern Africa, and the projected warming of between 3.4- 4.2°C, over this region, exceeds natural climate variability. Although rainfall models vary, there is broad agreement that rainfall levels will decrease in the future, with a stronger decrease in the southern part of the country



57. **Precipitation:** Precipitation projections for the country are highly variable, but generally, it is expected that precipitation will decrease by approximately 2 per cent by 2100, with a stronger decrease in the southern part of the country and during the dry months of the year (Carvalho et al, 2017). In the planalto region, it is projected that the start of the rainy season (September-October) will be characterised by reduced mean monthly rainfall by 2050, while the mid-summer (December-February) months across most of the region (except for the southernmost extent of Huíla province) will likely be associated with increased rainfall. The last months (March and April) of the traditional maize-growing season in the planalto region will likely be associated with reduced rainfall in the south and east, while the central, western, and northern areas will likely experience increased rainfall in this period (Hunter and Crespo, 2018).

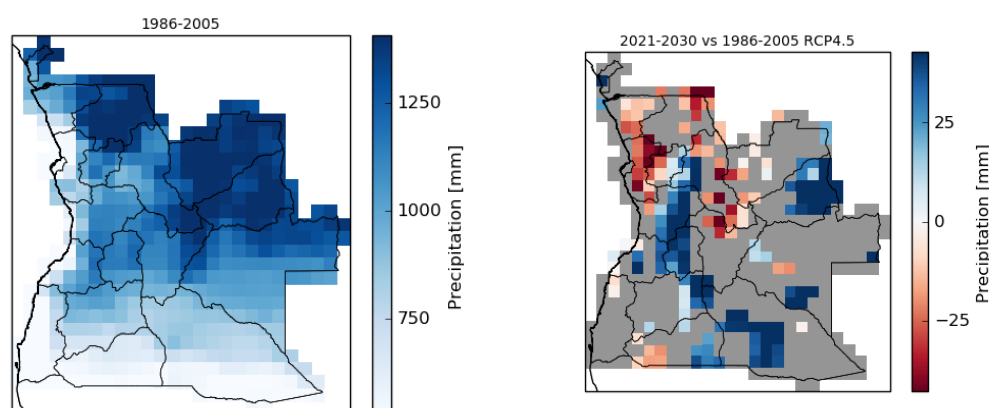


Figure 5 Precipitation sums over the reference period 1986-2005. Projected change in precipitation for 2021-2030 compared to the reference period 1986-2005.

58. **Future climate projections for the target area:** In the Cubango-Okavango River Basin (CORB) and Moxico show wide variations of plausible climate conditions over the next decade. Despite the variations, there is largely a consensus on temperature increase, rainfall variability and an increase in consecutive dry days. As such, models agree on a temperature rising faster than global averages (2.5°C compared to 1.5°C global). The South-western region of the SADC Region is marked as a CC hotspot by the IPCC SR1.5, indicating increased evapotranspiration caused by the higher temperatures, a significant decrease in precipitation of 10-20 per cent, and increases in the number of consecutive dry days. It is expected that populations and ecosystems in the CORB will be faced with an increased frequency of droughts, longer dry spells, and a reduced duration of the rainy season, up to 20 days in Southern Angola⁶⁹

59. As rainfall is expected in shorter periods, an increased frequency in floods can be equally expected. Additionally, IPCC's special report on Land indicates the Southern African region, mainly South-west, at high risk of desertification, especially if unsustainable land management persists. Overall, drought and CC have not only aggravated food insecurity, water pollution, human-wildlife conflicts, reduced fodder and pastures for livestock and wildlife, but have also reduced water availability and access due to drying up ground water recharge as well as land degradation (vegetation and soil degradation). Communities, individuals, and especially small-scale farmers are vulnerable to droughts and CC, their limited coping mechanisms coupled with limited knowledge, skills to undertake concrete adaptation actions to enable them to adapt to droughts and impacts of CC.

⁶⁹ risk profile and response

60. Overall, drought and CC have not only aggravated food insecurity, water pollution, human-wildlife conflicts, reduced fodder and pastures for livestock and wildlife, but have also reduced water availability and access due to drying up ground water recharge as well as land degradation (vegetation and soil degradation). Communities, individuals, and especially small-scale farmers are vulnerable to droughts and CC, their limited coping mechanisms coupled with limited knowledge, skills to undertake concrete adaptation actions to enable them to adapt to droughts and impacts of CC. Socio-economic conditions are equally similar, with the populations depending on subsistence agriculture and nature-based livelihoods and sharing the same cultural backgrounds and languages. Geographically and socio-economically, the target areas are more coherent with each other than they are with their respective capitals.

61. Climate change mitigation: Overall, the project will contribute to GHG emission reduction and sequestrations using renewable and energy saving technologies, lower emitting livestock such as poultry, Climate Smart Agriculture (CSA) practices including forestry and agroforestry and various watershed management activities. The project will be designed and implemented inline to IFAD and GCF policies as well as the government's climate strategy and plans. The FAO EXACT Tool GHG emissions accounting will be used to account for emissions during project design.

62. Adaptation: The project will implement proven climate smart/proof technologies, increase access to water, climate resilient infrastructure, conservation agriculture, composting, agroforestry as well as biophysical soil and water conservation, to enhance adaptation.

2.3 Target group profiles

63. The project will adopt an integrated targeting approach which entails geographic targeting, direct targeting, and self-targeting.

64. **Geographic targeting:** The project's geographic targeting is based on three main criteria: a) the rate and intensity of multidimensional poverty; b) the severity of malnutrition; and c) the severity of drought exposure. As the government wants to address the current geographical asymmetries in development and previous and on-going IFAD and other development partners' operations are also prioritising drought prone areas, another criterion applied is d) areas less served by investments from IFAD and other development partners. The area that has been selected based on these criteria and discussion with GoA representatives and IDA include the province of Cuando Cubango and the two municipalities in the south of Moxico (Lumbala Nguimbo and Luchazes). The criteria for the selection of municipalities and communes will be developed during design and may include the level of poverty and food insecurity, vulnerability to climatic shocks among others.

65. **Direct targeting:** An inclusive approach will be used to target the poor and food insecure and vulnerable people. At least 50 per of total beneficiaries should be female headed households and 30 per cent unemployed youths (young youth and young female), 5 per cent PWD, 2 per cent ex-combatants and 0.1 per cent minority ethnic groups.

66. **Self-targeting** will ensure that support will exclusively benefit the poor small-scale farmers, in particular women, youths, PWD, minorities and ex-combatants while the type of interventions are not attractive to elite groups. For instance, PRODESA will promote the use of energy efficient stoves for women to save time to devote to productive activities for the benefit of their families.

67. **Empowerment measures** will help the poor women, youths, PWD and ex-combatants to be involved in the decision-making process at household and community level. This will be achieved through mentoring, training and GALS will be used to address the underlying root causes for gender inequality. PRODESA will raise gender awareness at community level. Community based targeting will be used to identify the poor. In addition, community-based consultation will be used for the development of water infrastructure. PRODESA will strengthen FFS/PFS through CSA, GAPS and literacy and financial numeracy training. In addition, GALS will strengthen women, men and youth in leadership as well as reduce GBV and workloads due to equitable labour balance. PRODESA will disseminate information about the project and capacitate groups in disaster risk management and drought preparedness as well as the development of community resilience plans. PRODESA will allow women to participate and benefit from economic activities such as increased production in crop and livestock and micro enterprises and improve their family condition. Development of water infrastructure and increased production will assist to create employment for women and youths, thereby reducing poverty. Women will be encouraged to take up leadership roles in PFS/FFS management committees. The project will invest in rural infrastructure and labour-saving techniques, which is important to reduce labour burden, time spent collecting firewood and water. This will allow access to markets.

68. **Monitoring and evaluation:** Targeting performance will be monitored using participatory M&E and will be assessed through core indicators (COI) based surveys conducted at baseline, mid-term, and completion. The Women Empowerment in Agriculture index (WEAI) will be the main tool for assessing results achieved in the participation. WEAI will be conducted at baseline, mid-term, and end line. The M&E systems data will be disaggregated by sex and gender and target groups. Participatory monitoring and evaluation systems will be established, and gender sensitive monitoring indicators would be used to evaluate outputs, outcomes, and impacts.

69. **Target group:** in Cuando Cubango, the rural population is 287,894 people of which three quarters are rural poor which gives 215,000 poor peoples (estimation of 45,000 households). The project is targeting two municipalities in Moxico: Luchazes and Luambala with a population of 16,575, and 7, 431 rural population of 79,574 and 35,808 rural population. The total population for the two provinces is 43,239, of which the rural poor consists of approximately 76 per cent, giving a rural population of 32,862 (this the equivalent of 6,800 households). The total poor rural households in Moxico (2 municipalities) and Cuando Cubango is 57,800. The project will target approximately 60 per cent of the rural poor, in the target area, which is equivalent to 30,000 households. The project target groups consist of (i) small scale subsistence crop farmers/agro pastoralists, (ii) pastoralists, (iii) marginalised people (PWD, ex-combatants. women and youth), and (vi) indigenous people. In general, the key characteristics, to be used as selection criteria, which cut across all the smallholder farmers include:

- a. They own less than 2ha of land and the majority utilise less than half a hectare for production
- b. Poor production and productivity
- c. Vulnerability to climate change
- d. Lack of access to means of production) land, improved inputs, water, capital)
- e. Lack of irrigation, and mechanisation
- f. Weak organisational capacity
- g. Low productivity and high transaction costs
- h. Lack of adequate infrastructure (feeder roads, electrification, post-harvest technology, storage, marketing facilities, irrigation)

- i. Low yields and lack of diversified food production to raise income and improve nutrition

70. The characteristics of each specific target group, their needs and how the project impacts on them are summarised in the table below.

Table 1. PRODESA target group profiles, characteristics, needs and project impact

Category	Characteristics	The needs	PRODESA interventions	N° of beneficiaries
Marginalised groups (PWD, ex-combattants)	Chronically poor Food and nutrition insecure Face climate hazards such as droughts Experience gender inequalities	• High poverty prevalence – food insecure • Own less than 2ha of land and less than half a ha is being put to production • Poor production and productivity of crop • Lack of access to production inputs (land, improved inputs, water, and capital) • Lack of mechanisation • Weak organisation capacity • Low-income levels • Limited knowledge of climate resilient productivity system and adaptation • Vulnerable to nutrition and climate change impact • Poor health, education, access to information, drinking water, decent housing, family, economic and social conditions. • Several PWDs were affected during the war and continue to be victims of the landmines in the area.	• Increased production • Diversity of food • Capacity building in inclusive disaster management and drought preparedness • Sustainable forest management for landscape drought resilience • Livelihood diversification strategies • Building buffers for water, food, fodder to face drought • Development of FFS • Support forest management and protection of water resources • Agro-forestry, pastoral production systems, beekeeping, community tree nurseries and planting of multiple use trees • Measures to reduce women's workload and pressure on forest resources e.g., through energy efficient stoves • Target (5 percent PWD), 2 per cent ex-combattants • GALS and nutrition education • Nutrition education and SBCC	TBD

Small scale farmers /agro-Pastoralists	Food and nutrition insecure Face climate hazards such as droughts Experience gender inequalities	• Poor households with access to land or livestock and labour • Lack cash and resources to purchase inputs and commodities, hence low production, and productivity. • Below the total consumption poverty line • Lack diverse and health diets and are food insecure • Lack of knowledge on disease, climate, and nutrition dense varieties • Greater reliance on staple purchased on the market than own production • Barter livestock (goats and sheep in exchange of grain. • Main sources of income are sale of livestock, handicrafts, and firewood • Affected by drought, degraded lands, water scarcity • Coping strategies: increased sale of labour, collection of wild fruits, sale of livestock and diversification of self-employment options	• Infrastructure • Participatory development of community base resilience plans • Training on GALS, nutrition education Functional literacy and financial training and Leadership training • Small social production infrastructure • Seed storage infrastructure, Community based seed banks • Support for increased production and diversity of food • Capacity building in inclusive disaster management and drought preparedness • Sustainable forest management for landscape drought resilience • Livelihood diversification strategies • Building buffers for water, food, fodder to face drought • Development of FFS • Support forest management and protection of water resources • Agro-forestry, pastoral production systems, beekeeping, Community tree nurseries and Planting of multiple use trees • Measures to reduce women's workload and pressure on forest resources through promotion of energy efficient stoves	TBD

Pastoralists	Poor Food and nutrition insecure Face climate hazards such as droughts	• Move longer distances in search of grazing and are vulnerable to shocks. • Women remain at home looking after sick animal and the family • Suffer from degraded rangelands and water scarcity due to drought and increased livestock pests and diseases • Lack of diversification • Suffer the risk of floods, livestock diseases, drought and dry spells, degraded rangelands, loss of grazing • Income is from the sake of milk and milk products • Loss of livestock • Depend on market purchases of food from December to May • Coping strategies – increased livestock sales and movement to higher ground in the case of floods	• GALS Nutrition-sensitive Interventions training • Capacity building on disaster risk management • Development of pastoral farmer field school (PFS) • Capacity development pastoral resource plan • Rangeland management (rotational grazing\) • Building fodder buffers (hay baling, • Diversification, agro forestry • Community based veterinary services • Community based natural management group to support forest management and protect water resources • Reducing women's workload through labour saving technologies such as energy efficient stoves • Reduction in the pressure on management of forest resources • Planting trees for multiple uses	TBD
Indigenous People	Poor Food and nutrition insecure Face climate hazards such as droughts Experience gender inequalities Belong to a tribal group	• Extreme poverty • They are hunters -gatherers staying in rudimentary shelters • Encroachment into ancestral land and use of state land without title, displacements from ancestral lands • Low employment • Subsistence crop and livestock production • Limited alternative livelihood • Unreliable water sources • Food insecurity, limited nutrition, and lack of access to service • Affected by climate change • Face economic, social, political, and cultural marginalisation in societies relegating them to poverty	• Engage in a Free, prior, and informed consent (FPIC) process before introducing project activities. • FPIC will inform the activities to be carried out by SDLEP including improved crop and livestock production. Provision of water resources, improved food and nutrition security, improved resilience and management of drought, climate change shocks and degraded ecosystems • The project will Target 0.1 per cent of ethnic minorities	TBD

Women	Women, Women -headed households, young women, widows, elderly women Food and nutrition insecure Face climate hazards such as droughts Experience gender inequalities	• Limited decision making at household and community level • Limited access to means of production (land, inputs, capital, technology, seeds etc. • Heavy workload and time poverty • Limited access to finance, vulnerable to nutrition and climate change impact • Limited access to high value crops and capacity to generate income • Traditional gender roles limit their participation in climate resilient and other development projects • Lack of access to drought and nutrient dense varieties, loss of local varieties due to drought and lack of seed storage infrastructure • Vulnerability to climate change, degraded ecosystem, and drought	• Promote 50 per cent representation of women across all project activities • Promote equitable work balance through GALS social mentoring • Monitoring of changes in social norms and values around gender equality • Support to focus on female headed households who are the most vulnerable in society • Conduct WEAI to inform strategies in women's empowerment • Promote women's economic empowerment through MSMEs • Mainstream gender equality in CDRPs • Promote pro-women, drought resilient and nutrition sensitive crops • Work with interested women to identify drought resilient nutrition dense crop varieties • Involve women in seed storage infrastructure, participation in community seed banks and capacity building in seed technologies • Training in climate resilient, sustainable agriculture and GAP practices, Leadership, nutrition education and literacy training • Representation of women in committees of pastoral and crop FS • Promote enabling measures: timing of workshops, childcare facilities, literacy training • Promote labour saving technologies: solar powered boreholes, energy saving stoves • Appoint dedicated staff in PMU responsible for gender and Social Inclusion, development of strategy and monitoring implementation	15,000 (50 % women)

Youth	Food and nutrition insecure Face climate hazards such as droughts Experience gender inequalities	· Poor · Lack of access to means of production · High unemployment · Migration to urban areas in search of job opportunities	· Support micro, small and medium enterprises (MSMEs), for youth to engage in aggregation, value addition and marketing also incorporating renewable energy · Create employment opportunities for youth · Leadership training · Representation in PFS/FFS management committees	9000 (30 per cent youth)
	Total number of beneficiaries			30,000

3.1 Institutional analysis

71. **Ministry of Social Affairs, Family and Promotion of Women Development (MSAFPWD)** is responsible for implementation of gender policy and the strategy for the development of rural women. It is also in charge of indigenous people who are a target group in PRODESA.

72. **Ministry of Culture Tourism and Environment (MCTA)** has the overall responsibility for the coordination of the environmental policies, particularly in the areas of biodiversity, environmental technologies, climate change and environmental education. The Ministry will make sure that relevant policies, institutional and legislative frameworks, and other important elements are ready to support the implementation of project activities. The MCTA, through the National Directorate for Environment and Climate Action, will be the lead of Angola Government Counterpart and coordinating agency of the project.

73. **Ministry of Agriculture and Fisheries (MINAGRIP)** is responsible for agricultural, rural development, Fisheries, and the forestry sector. Its mission is to undertake the design and implement agricultural and food security policy, ensure sustainable rural development, oversee the welfare of rural communities, as well as ensure sustainable fisheries and aquatic biological resources and forestry. MINAGRIP will participate in the project through its Agrarian Development Institute (IDA) which is responsible for defining and implementing extension services to support small farmers through the Provincial Agriculture Offices and the Agrarian Development Stations (EDA).

74. **Ministry of Energy and Water (MINEA)** is responsible for energy and water management policies. The provinces where the project will be implemented are suffering from drought and this ministry has programs to fight drought that can be used to leverage the activities of the project.

75. **The Centre for Tropical Ecology and Climate Change (CETAC):** Under the MCTA, the CETAC hosted in Huambo province has the main role focus on capacity building and environmental research related to water resources, soil, climate change, and other's themes. It will support the project in terms of scientific research.

76. **Provincial Directorate of Environment, Waste management and Community services.** The Provincial Directorate has the role to implement at provincial level the environmental policies. They will be the key liaison entity of the provincial governments in accompanying the project.

77. **Provincial Directorates for Agriculture and Forestry:** They will be closely articulated with the provincial IDA regarding the involvement of the municipal EDAs in the project's implementation.

78. **Office for Administration of watersheds of Cunene, Cuvelai, and Cuando Cubango (GABHIC):** GABHIC is responsible, under MINEA, for integrated management of natural resources in the watersheds in Angola side and member of the Permanent Joint Technical Commission of Cunene River Basin. GABHIC will be part of the project in the planning of integrated activities in the basin.

79. **National Institute of Meteorology and Geophysics (INAMET):** INAMET is the national institution in charge of monitoring the weather and climate. It is also a research organization which provides scientific services in the fields of meteorology

and geophysics under the Ministry of Telecommunications and Information Technologies (MTTI). INAMET ensures the functioning of the network of Automatic Weather Stations (AWS) and conventional observations of atmospheric parameters, carrying data storage, processing, and dissemination. INAMET is represented across the country through its provincial departments. INAMET will be engaged by a partnership to encourage the sharing of geographic data to contribute to Early Warning Systems

80. **Civil Protection and Fire Service (SPCB):** Civil Protection and Fire Service (SPCB), under the Ministry of the Interior, is responsible for intervening in situations of responses and prevention of natural disasters. The SPCB will support the project in actions related to field interventions to reduce natural hazards.

81. **Provincial Governments:** Mostly through the interfaces of the provincial directorates of MCTA and MINAGRIP, provincial governments will be engaged in the planning and implementation of the project and support its activities. They will support the project in all its phases and will ensure linkage with local development strategies. They are key beneficiary of project's capacity building interventions. One important fact to refer is that, at local level has different consultation councils like, community auscultation council, social concertation council, community oversight council.

82. **Municipal Governments:** Together with provincial governments, the municipal governments will be working on the project's execution and provide support throughout the entire time of its implementation and planning. The municipal administrations are also a key project beneficiary.

83. **Traditional Authorities:** They will be supporting the project's implementation in a role as mediators, enabling communication between local groups engaged in the project. They will also monitor the project's activities.

84. **Water Management:** Water Resource Management Under Changing Climate Angola Water Partnership Water Governance- Influencing Policy in Angola **Agriculture Management** Agricultural Economy and Policy Angola Country Programming Framework: 2013-2017 Resettlement Policy Framework: Smallholder Agriculture Development and Commercialization: 2015 **Disaster Risk Management/Reduction** Sendai Framework for Disaster Risk Reduction 2015- 2030 Climate Change Adaptation Climate Change Adaptation. Water efficient and adaptable livestock breeds and crop varieties Development Plan of the Agriculture Sector (2018 - 2022) Decree No. 15/18 of 25 January) on animal breeds and crop varieties.

Potential concrete Adaptation Interventions	National Regulations and Technical Standards to be complied with

Construction and Rehabilitation of water infrastructure	Water Law (Law no. 6/02 of 21 June). Decree No. 82/14 of 21 April. Environ. Law (Law No. 5/98 of 5 June). EIA (Decree No. 51/04 of 23 July) Environ. Licensing Regulation
Solar driven boreholes	National Biodiversity Strategy and Action Plan (Resolution n. ° 42/06 de 26 de July). Strategic Plan of Conservation Areas. Law of Forest and Wildlife (6/17 of 24 January). The Iona/Skeleton Coast Trans frontier Conservation Area (Resolution 41/06 24 July)
Value addition and processing equipment for specific Value chains	Export Diversification and Import Substitution (PRODESI- Presidential Decree 169/18) Program to Support agriculture Credit (PAC) (Presidential Decree No. 159/19)
Conservation Agriculture (CA)	Development Plan of the Agriculture Sector (2018 - 2022).
Water efficient and adaptable livestock breeds and crop varieties	Decree No. 15/18 of 25 January) on animal breeds and crop varieties. Executive Decree 574/17 Executive Decree No. 388/17 Executive Decree No. 387/17 Executive Decree No. 386/17 Decree that approves the Biosafety Regulation (Decree No. 62/11 of 14 April)
Enhancement of ecological infrastructure	The national policy of environment is the environmental Law (No. 5/98 of 5 June The Law of Forest and Wildlife (6/17 of 24 January) contain several points that address this issue.
Early warning systems	The National Institute of Meteorology and Geophysics (INAMET), (Presidential decree 230/14 of 4 September)
Institutional capacity building and strengthening	National Plan Capacity building under of Ministry of science and technology.

85. **Institutional Framework for E&S management** - The Ministry of Culture, Tourism and the Environment is responsible for the development and coordination of

the country's environmental policy and for implementing the PNGA. As the primary authority responsible for the implementation of the Environment Framework Law, No. 5/98, the Environmental Licensing Law, No. 59/07, and all associated Regulations, the Ministry is also responsible for the review and regulation of EIAs

86. Water User Associations who will be responsible for the operation and management of the water infrastructure (wells, boreholes, water points) introduced by the project will be supported with training in organizational management, which will include the setup of a payment system for the use of water and/or technologies. The fees collected will be managed by the WUAs to have a financial reserve for repairs or replacement of technologies when necessary. Financial management systems of the water infrastructure will be built on existing models and systems in Angola, where community members pay a small fee for the use of water, which allows for having funds available for maintenance and repair of infrastructure. WUAs will be the managers of these systems, and their capacities will be built accordingly. In Angola, this is defined by the "Modelo de Gestão Comunitária de Água (MoGeCA)" (Ministry of Water & Energy, UNICEF) which covers the principles for community management of water, including cost recovery and sustainability and describes the roles of all stakeholders in the processes.

87. Angola has submitted its first Intended Nationally Determined Contribution (INDC) later NDC in 2016 and has updated its NDC and resubmitted it in 2021. Angola has also prepared a National Adaptation Plan (NAP) which included 18 prioritised adaptation options. Angola has also prepared four Nationally Appropriate Mitigation Actions (NAMA) namely, Forestry, Waste, Climate Resilient Energy Access, and Rail Academy NAMAs, although they didn't grant resources from the NAMA facility.

88. Angola ratified the United Nations Climate Change Convention (UNFCCC) in 2000 and the Kyoto Protocol in 2007, reaffirming its commitment to the implementation of measures and programs to stabilize greenhouse gas (GHG) emissions. In May 2000, the country ratified the Montreal Protocol to the Vienna Convention. Angola is also a signatory to the United Nations Convention on Combating Drought and Desertification (UNCCD), the Convention on the Conservation of Wild Migratory Species (CMS), the Convention on Biological Diversity (CBD) and the Stockholm Convention on Persistent Organic Pollutants (POPs). Angola is also part of the Law of the Sea Convention.

4. Environmental and social category

89. The Project's potential negative environmental and social effects are limited and site-specific, and therefore the environmental and social categorization is moderate. Given the environmental management thrust of the project, the expected environmental impacts are predominantly positive. Potential negative social impacts emanate from the temporarily or structurally reduced access to natural resources, particularly grazing land. The project is deploying participatory methods to ensure these effects are recognized and minimized and that alternatives are offered to those people affected.

90. Near the target area, Cuando Cubango province in Angola is home to two national parks. The potential and indirect risks related to the protection of ecosystems and to the natural habitats may occur because they border around the project's target areas in the municipalities and peri-urban areas. The Cuando Cubango river which causes flooding in the project area, will have minimal construction in or around its banks. The materials or waste products which may go into the river and its surroundings shall not obstruct the volume or direction of the river flow. The Water harvesting structures proposed will not adversely affect in any way the flora and fauna

in the project site. The potential risk related to the solar-pumped boreholes, water harvesting and storage infrastructure such as simplified water tanks and micro-irrigation systems may result in the interference with the flora and fauna. The possibility and presence of a labour force and construction equipment, when necessary, could have a minor impact on the target sites. The project will otherwise be actively improving or otherwise protecting natural ecosystem services through outcomes 1.1, 1.2 and 2.1 of the projects. Also, the presence of labour and construction equipment, could have an impact on the fauna and flora on certain intervention sites. Not forgetting water capture and retention systems under outcome 1.2 could have an impact too as such the risk cannot be assessed at this stage. Besides, the implementation of water points, solar-pumped boreholes, and other activities of buildings that require concrete actions on the ground may result in the vegetation and wildlife habitats provisional or definitive destruction in the implantation site and can create tensions with farmers living around. To address this, the project will ensure that the appropriate regulations and standards will be adhered to for sustainable environmental protection

91. A focus will be on employment creation for youth, household mentoring, observe ILO guidelines on child labour. During project preparation, consultations and studies will be carried out to consider the needs of local populations and to prevent environmental and social risks that could be linked to the implementation of the planned activities. To prevent and manage potential grievances that may arise during and after its implementation, the project will establish a grievance mechanism. This mechanism provides an access point for individuals, communities, and other relevant stakeholders to submit complaints. It will also record and process all complaints relating to the project's activities, results, or impacts. The proposed mechanism is intended to be rapid, effective, participatory, and accessible to all stakeholders, to prevent or resolve conflicts through negotiation, dialogue, joint investigation, etc. It will handle complaints related to the compliance of the project activities and impacts with environmental and social safeguards as well as fiduciary and legal aspects (grant agreements, contracts, etc).

Climate risk category

The preliminary climate risk classification is Substantial. There is the potential for widespread impacts from climate change. Outcomes may be undermined by climate change and adaptation measures may not be readily available. Financial, environmental, and social underperformance or failure cannot be excluded. However, risk-management activities are likely to increase the resilience and adaptive capacity of households, infrastructure, communities, and ecosystems." Climate change effects play a significant role in threatening food security and in the degradation of landscapes, yet the project's objectives and activities are specifically geared to counter this. High Risk projects require a Vulnerability Impact Adaptation Assessment to identify measures for reducing risks and impacts (See section 11 of the Review Note).

92. As the populations in the area suffer from impacts induced by CC, most notably in the form of prolonged dry spells, long periods of drought conditions, and floods, prospects will not improve without interventions to build resilience to CC impacts. Deliberate efforts aimed at enhancing the resilience of communities and ecosystems to such impacts are imperative. Climate adaptation options selected will not only help the populations to adapt to changing conditions but also encompass a key contribution to avoid further natural resource (NR) degradation such as encroachment of the protected areas. Sustainable utilisation and ecosystem services provision of agricultural soils, surface and groundwater resources, forests and other terrestrial ecosystems will be achieved

93. Angola's Initial National Communication (INC, 2012) to the UNFCCC identify countries' economy, populations, and ecosystems vulnerability to CC. The factors that influence vulnerability to CC are highly variable climate in the different regions including the transboundary area targeted by the proposed project; high population growth that is highly dependent on climate sensitive NR based sectors such as agriculture, subsistence fishing, rangelands, biodiversity and rain-fed agriculture for community livelihoods; high levels of poverty; lack of income and lack of employment opportunities as well as high HIV prevalence; and number of female-headed households (HHs). Furthermore, Angola is undertaking various interventions to adapt to CC, including NR-based concrete adaptation actions, capacity building and awareness raising targeting vulnerable communities and other stakeholders among others.

6. Recommendations for project design and implementation

94. The project mainstreaming issues will be implemented across all project components to address the identified gaps.

95. Component 1: Drought resilient crop livestock farming: PRODESA will address issues of food and nutrition security as well as reduction in rural poverty while enhancing the resilience capacities of small-scale farmers. The project will provide gender equality by increasing women's access to agricultural production through institutional capacity in terms of disaster risk management and drought preparedness as well as the development of drought resilience plans (subcomponent 1.1.). The project will also provide investments smallholder crop/agro pastoralist pastoralists organisers in Farmer Field Schools (FFS) and Pastoral Field School (PFS). Women will consist of 50 percent per cent, youth 30 per cent, PWD 5 percent, Ex-combatants, and 0.1 per cent indigenous people as part of FFS/ PFS and community based natural resources groups.

96. PRODESA (i) develop skills for crop small scale farmers, agro-pastoralists and pastoralists (including men women, youth, PWD, ex combatants, indigenous people) on disaster risk management and drought preparedness and develop community drought resilience plans (sub-component 1.1); (ii) provide economic empowerment, particularly for women, through training in GAPs for PFS/FFS (including men women, youth, PWD, ex combatants, indigenous people) for increased production of nutrition dense, drought resilient varieties for nutrition and diet diversity and marketing of surplus (Component 1); (iii) develop women and youth skills in FFS, PFS and micro enterprises (sub-component 1.2); (iv) capacity building for women subgroups for knowledge sharing on Conservation Agriculture and GAP practices (sub-component 1.2) for increased productivity, production, nutrition and diet diversity and marketing of surplus (Component 1); (v) raise awareness of labour saving technologies to reduce drudgery; through solar powered boreholes, energy efficient stoves (Component 1), (vi) promote women's economic empowerment through promoting women as producers and involvement in PFS/FFS and MSMEs, (Component 1 and 2); (vi) improve the participation of women in decision-making through adhering to the 50% quota for women participation In FFS/PFS , Community natural resources groups (Component 1), (vii) improve women and youth functional literacy and numeracy training as part of FFS/PFS (component 1); (viii) invest in water infrastructure to improve water supply for both domestic and irrigation use. This reduces the time women and girls spent on fetching water and will allow improvement on nutrition and health status of the target group (sub -component 1.3); (ix) hire a social inclusion expert for PRODESA (component 3) and conduct gender sensitisation through Gender Action Learning System (GALS) for FFS/PFS, with emphasis on benefits relevant for women, youth, PWD and ex-combatants (sub component 1.2).

97. **Component 2: Improved connectivity and access to markets:** The project will (i) enhance youth and women participation through training in micro-enterprises, to engage in aggregation, value addition, and marketing incorporating renewable energy (Component 2); (ii) Strengthen Women, youth, PWD and ex-combatants in PFS/FFS in business and entrepreneurial skills for develop of non-farm activities such as apiculture, aquaculture, inputs, transportation, marketing for women and small livestock development (sub-component 2.1). Indigenous people inclusion will be elaborated at design.

98. There is an opportunity for mobilising supplementary resources from climate and environment funds, especially the Adaptation Fund (AF), the Global Environment Facility (GEF). The GCF remains the main window for mobilising additional resources for the next three years and implementing adaptation and mitigation measures.

99. **Gender strategy:** PRODESA will adopt a gender mainstreaming approach on promotion of (i) economic empowerment, (ii) women's representation in decision making in FFS, PFS, community natural resources groups and water point committees (iii) equitable workload balance and equitable access to economic and social benefits through Gender Action Learning System (GALS)⁷⁰ social mentoring, that will be incorporated in FFS and PFS curriculum and (iv) monitoring changes in norms and values around gender equality. Women's Empowerment in Agriculture Index (WEAI) survey results will inform the gender strategy. The trainings will be conducted close to women's homes, with child-care arrangements to facilitate women's participation. Direct targeting will ensure a 50 per cent quota for women's participation across project activities. A gender and social inclusion expert will be hired as Project Management Unit staff.

100. **Youth strategy.** The project will seek to address the challenges faced by youth including limited access to productive assets and inadequate skills through targeting 30 per cent youth participation across project activities and components. The youth will be encouraged to participate in the development of community drought resilient plans. In the area of forest management, youth will be encouraged to take up beekeeping. Women and youth will be empowered to take up decision making positions in management committees of P/FFS. Youth will benefit from functional and financial literacy, leadership training and GALS to take advantage of micro enterprise business opportunities. Local youth will be trained in basic operation and maintenance of boreholes and will be equipped with a basic tool kit to perform this function. The project will explore capacity building support for young women and men to engage in marketing related micro and small businesses in transport, aggregation, packaging, commercialization in terms of capacity building and small equipment. The project will implement policy dialogue areas with a focus on gender and youth inclusion in areas such; drought management, water governance, and nutrition sensitive agriculture, with the aim of availing an enabling environment for achieving and scaling up the results. Youth will be empowered to literacy and numeracy training as well as use of digital technologies.

101. **Nutrition strategy.** PRODESA will promote nutrition dense drought resilient pro women varieties and the utilisation of traditional crops, neglected and underutilised species, to make the value chains by FFS and PFS nutrition sensitive. The project will focus on increased market access, income, and better dietary diversity to be associated with nutrition education and Social and Behaviour Change Communication (SBCC) activities. The project will also take advantage of women's empowerment pathway to improve nutrition, since women use their income for

⁷⁰ A household methodology used to address the norms and values consisting of the root cause of gender inequalities between men and women.

household food and energy expenditures to improve family nutrition. Nutrition interventions could include: promotion of climate and nutrition sensitive production, empowerment of women through income generating projects, encourage crop dietary diversity through growing and consumption of diversified diets, including indigenous foods, diversified livestock production (especially small ruminants adapted to harsh weather), coupled with Social Behaviour Change Communication (SBCC) to support communities to improve infant and young children feeding practices and nutrition education and integrated homestead gardens; school gardens and fruit trees; promotion of traditional crops, neglected and underutilised species, drought resistant nutrient dense varieties, develop capacity of farmers on post-harvest loss reduction, business services development, labour saving technologies, sharing of knowledge and training on health and hygiene, promotion of irrigation and rainwater harvesting, enhance access to markets, develop resilience building including employment creation in rural areas and promote the integration of agriculture, food security and interventions in climate change, adaptation, mitigation plans to promote conservation agriculture, environment management and building community capacity to climate risks.

102. Entry points for social inclusion issues in the project includes the following:

- There is need for consistency in monitoring, starting with the baseline (WEAI) and proper tracking of gender disaggregated data to capture the changes being brought about by the project.
- Women require capacitation in leadership skills for effective participation in decision making roles.
- Implementation of GALS through FFS/PFS is critical for the achievement of workload balance among household members and would require a service provider to conduct TOT and roll out strategy
- The budget should ensure that there is an adequate budget for Gender and Social inclusion
- There is need to link/integrate gender-climate and nutrition intervention
- The project will hire a targeting and Social Inclusion expert in the PMU.

103. Since the targeted area is highly vulnerable to negative climate change impacts. Climate smart technologies such as drought tolerant varieties, water harvesting, and diversified livelihoods will contribute to reducing vulnerability and increase resilience of the targeted communities.

104. Capacity of extension workers and farmers through farmer field schools (FFS) on sustainable use and management of ecosystems and natural resources is pertinent. This will enable to development of local based landscape, water, and resilience plans. Better land and water-use planning as part of integrated environmental management will contribute to increase resilience.

105. Community management plans developed through FFS can include disaster risk reduction (drought and floods), appropriate management of inputs, soil conservation, management of fragile ecosystems and biodiversity species relevant for conservation.

106. The input supply systems can be incorporated in the seed production activities to promote community multiplication areas of selected varieties or commercial multiplication.

107. PRODESA should consider environmental management training for technicians (MINAGRI and MINAMB) at provincial level should be provided to promote adequate environmental performance to the project and transfer knowledge to farmers on natural resources management.

108. Entry points for IFAD to support Angola in meeting the NDC targets include the following:

- Promotion of renewable energies at community level including in agricultural productivity and processing activities, which will also reduce the deforestation rates.
- Support to the smallholders for reforestation and agro-forestry interventions as well as soil fertility management and to enhance the carbon content of the soils.

109. There is an opportunity for mobilising supplementary resources from climate and environment funds, especially the Adaptation Fund (AF), and the Global Environment Facility (GEF).

7. Further studies needed

110. The following studies were prepared during project design:

- a) Environment, Climate and Social Management Framework (ESCMF),
- b) Environment, Climate and Social Management Plan (ECSMP),
- c) Vulnerability Impact Adaptation Assessment
- d) FPIC implementation plan
- e) Grievance redress mechanism (GRM) and
- f) Stakeholder Engagement Plan (SEP)

111. The developed ECSMP matrix attached will be used as a monitoring plan that will include monitoring parameters, frequency of monitoring, and responsibility for monitoring, timelines, and costs. The targeting approach and strategy of PRODESA include considerations on how the choice of value chain commodities and steps within the value chain prioritize pro-poor outcomes. A gender analysis of potential value chains should be planned, and the strategies and measures for promoting gender transformative approach should be clearly identified. Detailed analysis of the specific constraints that the youth experience along the selected value chains and how the PRODESA will tackle these challenges would contribute to a clear strategy on social inclusion. A complete situation analysis on nutrition, assessment of the nutritional needs of different age groups, the adequacy of dietary intake, food habits, feeding and caring practices, including food availability (sources of food), accessibility (markets), affordability (price and income) and different coping strategies, will be carried out.

8. Monitoring and evaluation

112. The programme will use M&E indicators in the logical framework to measure climate resilience, natural resources management (NRM) practices, and nutrition aspects, including gender and youth issues. All people-centred indicators will be disaggregated by sex and age, including further disaggregation by pastoral people, Peoples and disability, where possible. A monitoring plan will be developed to identify monitoring indicators at different levels, parameters to monitor, frequency of monitoring, responsibility for monitoring, and cost. Key responsibilities and monitoring for designing and implementing environmental and social safeguards measures are identified within the ESCMP matrix (Table 4). The FAO EXACT Tool GHG emissions accounting will be used to account for emissions. Initial calculations will be done during design. Procurement actions and budget related to SECAP will be monitored by PMU and IFAD.

9. References

The preliminary ESCMP matrix has been developed and integrated into the project's implementation manual

1. Environment, Social and Climate Management Plan Matrix

Environmental, Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase ⁷¹	Means of Verification/ Indicators	Frequency of Verification	Cost Estimate
ENVIRONMENTAL RISKS AND IMPACTS						
Degradation of forest resources and vegetation due to construction and overgrazing	Discourage cutting of mature trees by awareness raising. Ensure protection of buffer zones along rivers by awareness raising Promote agroforestry through technical training. Promote afforestation, reforestation, and agroforestry in public forests and on farmlands. Where necessary, animal numbers should be limited to environmentally sustainable levels. Control grazing periods on specific areas Mix livestock species to maximize use of vegetation resource. Introduce reseeding and fodder production. Where possible, promote Cut-and-carry (zero grazing) livestock feeding system	Stakeholder engagements in meetings and field visits training of Farmers and extension workers	PMU +MINAMB experts + IDA/EDA Local extension workers + service providers	Inspection, visual observations, pictures, geo mapping	Quarterly	Project implementation costs
Rampant Wildfires	Raise awareness about fire safety and responsible land management to prevent human-caused forest fires. Implement sustainable forest management practices, such as thinning and creating fire-resistant zones, to reduce the risk of intense wildfires. Implement well-planned and controlled burns to reduce fuel loads and create firebreaks, preventing the spread of large wildfires.	Stakeholder Engagement Awareness raising sessions	PMU + MINAMB + Local Communities	No. of wildfires reported per area	Monthly for the first 2 years and quarterly thereafter	Project implementation costs
Deterioration of soil health and nutrient depletion	Promote efficient irrigation methods, such as drip irrigation, to minimize water waste and prevent salt accumulation.	Stakeholder engagements	PMU + IDA/EDA + local extension workers+ FFS	Geo maps, observation,	Quarterly	Project implementation costs

⁷¹ The overall implementation of this ESCMF lies with the PMU under the guidance of MINAGRIF as the responsible ministry, through IDA as the implementing agency and with technical assistance from EDA whose staff are on the ground at municipality and commune level. MINAMB is the custodian and superintendent of the ESCMF according to the national regulation.

Environmental, Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase ⁷¹	Means of Verification/ Indicators	Frequency of Verification	Cost Estimate
	Implementing effective drainage systems can remove excess water and salts from the soil, reducing salinity levels. Promote saline resistant crops. Practise crop rotation and crop diversification to help restore soil fertility by using plants with different nutrient requirements. Encourage plantation of leguminous varieties for nitrogen fixation Practise composting organic waste to add nutrients and improve soil structure. Promote the use of compost, manure, and other organic fertilizers to help provide essential nutrients in a slow-release manner.	in FFS training and field visits		pictures, inspection		
Soil compaction	Minimize use of heavy machinery and control their movements and other equipment and movements away from designated transportation and operational areas. Avoid unnecessary vehicular and machinery movements as much as possible. Reclaim and re-vegetate excavation sites once work is completed to reduce run off.	Stakeholder engagements in FFS training and field visits	PMU + IDA/EDA + local extension workers+ FFS	Geo maps, observation, pictures, inspection	Quarterly	Project implementation costs
Soil erosion	Through FFS, promote good agricultural practices (GAPs) including. Cultivating fields along the contour of the land reduces water flow and erosion (contour farming) Proper design and layout of furrows or fields avoiding too steep a gradient (land levelling). Plant cover crops between cash crops to help improve soil health and reduce erosion. Planting different crops in alternating strips can slow down water flow and reduce erosion. Promote sustainable land management practices e.g. reforestation and agroforestry Design of terraces on hillside minimizing surface erosion hazard. Minimizing tillage in helps maintain soil structure, enhancing its ability to absorb water and reduce runoff	Stakeholder engagements in FFS training and field visits	PMU + IDA/EDA + local extension workers+ FFS	Geo maps, observation, pictures, inspection	Quarterly	Project implementation costs

Environmental, Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase ⁷¹	Means of Verification/ Indicators	Frequency of Verification	Cost Estimate
Conversion of Natural Habitat and	Conduct feasibility studies before construction Critical habitats (wetlands, culturally protected areas, unique and special habitats), or any areas protected by law should be established and avoided. Site selection examining alternatives which minimize environmental effects should be affected. Promote sustainable agriculture, forestry to minimise habitat loss and fragmentation. Promote habitat restoration after construction activities to recover ecosystem services and biodiversity (planting more trees and other vegetation types) where possible, the clearing of vegetation, particularly of indigenous trees be avoided as much as possible during construction, and the clearing needs to be carried out only where necessary. monitor impacts on biodiversity and promote biodiversity-friendly practices.	Stakeholder engagements in meetings and field visits training of Farmers and extension workers	PMU +MINAMB experts + IDA/EDA Local extension workers + service providers	Geo maps, observation, pictures, inspection	Annually	
Habitat Fragmentation	Siting of project should aim to minimize loss or avoid encroachment on most sensitive or critical areas. Facilitate rehabilitation of degraded areas to restore connectivity between fragments. Create wildlife corridors for movement and plant native vegetation along edges to increase connectivity for wildlife. Promote sustainable irrigation practices and water-efficient irrigation techniques to minimise impact on surrounding ecosystems	Stakeholder engagements in meetings and field visits training of Farmers and extension workers	PMU +MINAMB experts + IDA/EDA Local extension workers + service providers	Geo maps, observation, pictures, inspection	Annually	
Reduced Water Quality and changed Water Flows	Maintain safe distance (30 feet) between latrine and water sources. Maintain safe distance between livestock sheds and kitchen. Promote hygienic practices, including hand washing. Take corrective action when water contamination established	Project Coordination, Province, Municipal, Environment Departments	PMU + MINEA + IDA/EDA experts + Extension workers + service provider	Change in chemical and biological water quality No/ reported pollution events	Bi-annually Annually	Project implementation costs

Environmental, Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase ⁷¹	Means of Verification/ Indicators	Frequency of Verification	Cost Estimate
Generation of solid and wastewater due to excavations during construction and agro processing	Avoid and minimize use of hazardous materials. Ensure adequate waste management mechanisms for both solid and liquid waste. - The solid wastes must be appropriately transported to an identified site for disposal. - Promote water management systems with capturing of wastewater and disposal to designated collection points. Educate and sensitize the workers on appropriate management measures for such wastes and that they must be responsible for their own environments	Stakeholder engagements during meetings with service providers and field visits	PMU + Service Providers	Change in chemical and biological water quality No. reported. pollution events	Quarterly	Project implementation costs
Construction risks of spills (oil, lubricants), dust, noise, waste Noise and Dust Pollution	Communicate project plans, timelines, and potential impacts to community members. Involve community members in the planning and decision-making process. Highlight the economic and social benefits of the project for the community. Utilize locally sourced and recycled materials to reduce transportation impacts. Employ environmentally friendly techniques, such as low-emission equipment and dust control measures	Stakeholder engagements during meetings with service providers and field visits	PMU + Service Providers	Physical inspection of changes on the construction areas	Daily during construction	Project implementation costs
Increased competition over natural resources	Promote adoption of drip irrigation or other precision irrigation techniques such as porous pipes. Promote rainwater harvesting systems. Promote solar systems	Community based management training Stakeholder engagements in meetings and field visits	PMU + MINAGRIF + MINAMB + Extension workers	Size of area and species affected	Annually	Project implementation costs
Overexploitation of water for irrigation	Water Conservation - Promote water-saving practices at household level, and at farm/garden level. Set limitations for withdrawal so that it does not exceed 'safe yields' (recharge rate)	Sustainable water resources	P PMU + MINEA + IDA/EDA experts +	Measurement of recharge rate against	Quarterly	Project implementation costs

Environmental, Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase ⁷¹	Means of Verification/ Indicators	Frequency of Verification	Cost Estimate
	Promote drip irrigation so that water is delivered directly to plant roots, minimizing water loss through evaporation and runoff. Precision Agriculture where data and technology are used to tailor irrigation practices to specific needs of individual crops can further enhance water efficiency. Implement a holistic approach to managing water resources (IWRM ⁷²), considering all uses and stakeholders	management training For FFS and Extension workers	Extension workers + FFS	daily required quantities Physical inspection of water levels each season		
Monoculture and loss of biodiversity	Encourage the use of local/indigenous varieties. Promote crop rotation. Protect forests and wetlands that are critical habitats for endangered species. Prohibit introduction of exotic species	Stakeholder engagements in meetings and field visits	PMU + IDA/EDA + local extension workers+ service provider + FFS	Number of species lost	Annually	Project implementation costs
Pest infestation and diseases	Better surveillance, monitoring and control of crop diseases and pests. Promote compliance with GGAP. Promote Integrated pest management (IPM). Promote use of varieties tolerant to pest infestation. Promote crop diversification. Promote use of pheromone trap;	Stakeholder engagements in meetings and field visits	PMU + IDA/EDA + local extension workers+ service provider + FFS	Inspection Training and sensitisation records IPM plan produced. and implemented	Quarterly	Project implementation costs
Pollution, environmental disruption and health hazards from diseases and pest control measures	Adequate siting of micro-enterprises outside residential and commercial areas. Minimal application of chemicals and other hazardous materials Promote water management systems with capturing of wastewater and disposal to designated collection points. Segregation of solid waste, avoidance and monitoring of banned/hazardous substances,	Stakeholder engagements during meetings and field visits	PMU + IDA/EDA + local extension workers+ service provider + FFS	Record of awareness creation activities No. of procurement activities	Annual	Project implementation costs

⁷² Integrated Water Resources Management

Environmental, Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase ⁷¹	Means of Verification/ Indicators	Frequency of Verification	Cost Estimate
	Promote renewable energy technologies. Choice of chemical that is species-specific, short residence time (active period), and has low impact on other biologic resources. Protective measures for field workers. Spraying methods and timing to minimize potential of water pollution. Selection of disease-resistant crop varieties			embedding environment and social safeguards		
Disturbance of natural heritage, landmines)	Establish procedure for chance finds. Allow land expansion only to areas that have been certified landmine free in consultation with Government and NGOs that help with education and demining. Create public awareness of the dangers of landmines and risks of accidental detonations	Stakeholder Engagement	PMU + IDA/EDA + Local Leadership	No of chance findings	As and when necessary	Project implementation costs
SOCIAL RISKS RELATED RISKS AND IMPACTS						
Change in Context (Socio-political unrest)	Develop a compressive Disaster Risk Reduction and Management/contingency Plan. Use a tailored implementation approach to areas at high risk. Base all interventions on the vulnerability assessment recommendations for each project area	Stakeholder Engagements Participatory DRR planning	PMU + MINAGRIF + IFAD	National or provincial reports on current affairs	Annually	
Limited Stakeholder Participation	Make use of Stakeholder Engagement Plan and GRM to guide on proper stakeholder engagement. Conduct a continuous but intensive Stakeholder identification process. Conduct effective inception meetings at all levels introducing the purpose, nature, scale, duration, operational modalities, institutional arrangements, targeting, roles and responsibilities and benefits of the project. Sign result based Moues or agreements/contracts. Regularly update stakeholders on project progress, discussing any obstacles or changes that arise to manage expectations. Handle grievances, misunderstandings, or expectations timeously	Stakeholder engagements in meetings, workshops, training sessions and written communication	PMU + MINAGRIF + IDA	No. of stakeholders engaged at national, provincial, Municipality, commune, and local levels	Monthly between inception and implementation, Quarterly thereafter	Project implementation costs

Environmental, Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase ⁷¹	Means of Verification/ Indicators	Frequency of Verification	Cost Estimate
Procurement of goods and services from Suppliers not compliant with SECAP	Ensure Fair labour treatment in line with national laws and IFAD standards. - Ensure that all people recruited to work on the projects are recruited in an open and transparent manner without any biases, including gender biases. - It will be ensured that all employees are given contracts that clearly state the terms and conditions of work to minimise any chances of biases. - All workers will be provided with the right and appropriate personal protective equipment to safeguard them against possible preventable harm while the work environment will be made safe and secure. - To prevent child labour, it is a requirement that all people to be employed must have identity cards to show that they are above 18 years of age. - The realisation of child labour or forced labour will lead to immediate suspension of project activities funded by or through IFAD. - regular supervision missions while the projects are reported regularly. Each project will have a grievance redress system (GRM) that will ensure that workers with grievances are addressed.	Stakeholder engagements in meetings and field visits	PMU, MINAGRIF	No of procurement documents embedding SECAP	Quarterly	Project implementation costs
Disputes over exclusion and inequitable access and use of project benefits	Utilize community structures and local traditional administration to mobilize minority groups to participate in meetings and consultations. Ensure equal participation and involvement of all members in decision-making processes to foster a sense of ownership and responsibility. Establish clear membership criteria, rights, and responsibilities to ensure equitable access and decision-making. Implement systems for rotating equipment usage among members based on factors like crop type or farm size	Stakeholder engagements in meetings and field visits GRM hearing and feedback meetings	PMU + IDA/EDA + Extension Workers + Service provider + Local leadership	No. of reports on land disputes	As necessary	Project implementation costs
Occupational Health Safety Risks	Promote safe work through Standard Operating Procedures, training and awareness raising. - Prepare and require contractors to implement dam safety measures and actions during the project phases, as construction, supervision, and quality assurance	Training sessions with service providers and staff	PMU + IDA/EDA + Service provider	Number of reported accidents	Annually	Project implementation costs

Environmental, Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase ⁷¹	Means of Verification/ Indicators	Frequency of Verification	Cost Estimate
	- Prepare and implement Operation and Maintenance Plan (O&MP) and Emergency Preparedness Plan (EPP). - Institute dust and noise suppression measures and noisy operations to be limited to certain times. - Encourage and enforce the use of PPE. - Supporting first-aid box and to provide minimal level of training. - Enlisting the names and numbers of village doctors in nearby community places/shops. - Encourage regular workplace cleaning					
General poor working conditions	- Ensure contractors adopt principles of decent work and the associated work programme in Lesotho. - Ensure grievance mechanisms are known and accessible to workers. - Promotion of nutrition-sensitive meals during working hours - Supporting first-aid box and to provide minimal level of training;	Stakeholder engagements during meetings and field visits	PMU + IDA/EDA + Service providers	Number of reported incidences	Annually	Project implementation costs
Community Health	- Conduct community health awareness campaigns and disseminate preventative alternatives. - Make use of straight or slightly curving lined canals or pipes to discourage vectors. - Avoid stagnant or slowly moving water. - Install gates at canal ends to allow complete flushing. - Filling or draining of borrow pits along canals and roads. - disease prophylaxis - Provision of potable water supplies and sanitation facilities - Provide protective equipment and/or medical supplies including disease prophylaxis	Stakeholder engagements in meetings and field visits Awareness raising sessions	PMU + IDA/EDA + MINSA +Extension Workers	Number of reported incidences	Quarterly	50,000
Vulnerable groups excluded from decision making	Apply participatory methods to planning, implementation of various interventions that include vulnerable groups. Support their engagement in relevant decision making.	Stakeholder engagements in meetings and field visits	PMU + IDA/EDA + local extension workers +	Number of reported incidences	As necessary	Project implementation costs

Environmental, Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase ⁷¹	Means of Verification/ Indicators	Frequency of Verification	Cost Estimate
Gender Based Violence (GBV) and SEAH	Set up a specific GBV and SEAH GRM for the project and implement GBV-SEAH protocol. Conduct awareness campaigns, and Codes of Conduct, including those on sexual exploitation and abuse Provide safe reporting mechanisms and support services with the help from department of law enforcement.	Stakeholder engagements in meetings and field visits Awareness raising sessions	PMU + IDA/EDA + MASFAMU + MINSA	Number of reported incidences	As necessary + Quarterly reviews	50,000
Low Nutritional uptake	Nutrition promotion including awareness campaigns. There is need for a multi-stakeholder dialogue and action with related institutions such as health, education, environment, youth, women, and social affairs to ensure adequate monitoring and support	Stakeholder engagements in meetings and field visits Awareness raising sessions	PMU + IDA/EDA + MINSA Extension Workers	MINSA records on children malnutrition	Quarterly	Project implementation costs
Human wildlife conflict	Ecotourism provide wildlife with a safe pathway (corridors) away from potential conflict hotspots, such as farms, Use bee or spiced fences to deter some animals from the fields and homes. Use solar powered electric fences to keep crop-raiding animals out of the fields.	Stakeholder engagements in meetings and field visits Awareness raising sessions	PMU + IDA/EDA + Extension Workers + Service provider + Local leadership + FFS	No. of conflicts in each period	Quarterly	Project implementation costs
CLIMATE CHANGE RELATED RISKS AND IMPACTS						
Vulnerability of target populations and ecosystems to climate variability and hazards	Provide downscaled drought and/or flood advisories to farmers including advising on flood proof infrastructure. Develop, resource, and disseminate a project specific disaster response plan. Support financing of smallholder farmers with climate adaptation financing to reduce vulnerability.	Stakeholder Engagements in meetings and field visits Awareness	PMU + IDA/EDA + MINAMB	Climate reports, Met data observation, farmer reports	Quarterly	Project implementation costs

Environmental, Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase ⁷¹	Means of Verification/ Indicators	Frequency of Verification	Cost Estimate
	Promote livelihood strategies and technologies adaptable to climate change (crop resistant to drought, saline and diversification of income sources) Identifying high ground/ appropriate siting for infrastructure development to mitigate flood risks. Introduce flexible and appropriate insurance packages in partnership with private sector	raising sessions				
Emission of greenhouse gases	Promote healthy soil management e.g., through organic matter and cover cropping to improve water retention and reduce emissions. Promote intensive, afforestation, assisted restoration, regenerative agriculture practices and agro-forestry activities to sequester large amount of GHGs. Promote drought tolerant crops and varieties that require less water, minimizing water use and emissions. Implement water management strategies e.g., controlled drainage and alternate wetting and drying to optimize water use and reduce emissions.	Stakeholder Engagements in meetings and field visits Awareness raising sessions	PMU + IDA/EDA + local extension workers+ service provider + FFS	Climate reports, Met data observation, farmer reports	Quarterly	Project implementation costs
Pests and disease outbreaks	Better surveillance, monitoring and control of crop diseases and pests.	Stakeholder engagements in meetings and field visits training of Farmers and extension workers	PMU + IDA/EDA + local extension workers+ service provider + FFS	Climate reports, Met data observation, farmer reports	Quarterly	Project implementation costs

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex: Annex 6f Prodesa Targeted Adaptation Assessment

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East and Southern Africa Division
Programme Management Department



Republic of Angola

TARGETED ADAPTATION ASSESSMENT REPORT

For the

**Sustainable Development for
Subsistence Family Farmers
Program
(PRODESA)**

Volume III

September 2024

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Abbreviations and Acronyms

CC	Climate Change
CIBAC	National Commission on Biodiversity and Climate Change
DNAAC	National Directorate for the Environment and Climate Action
EDA	Agrarian Development Stations
EEZ	Exclusive Economic Zone
ENSO	El Niño-Southern Oscillation
GEPE	Cabinet of Planning, Studies and Statistics
ITCZ	Inter-tropical Convergence Zone
MASFAMU	Ministry of Social action, Family and promotion of women ()
MCA	Multi-Criteria Analysis
MCTA	Ministry of Tourism and Culture
MCTA	Ministry of Culture, Tourism and Environment of Angola
MINAGRIF	Ministry of Agriculture and Fisheries
MINAMB	Ministry of Environment
MINDCOM	Ministry of Industry and Commerce
MINEA	Ministry of Energy and Water
NCCP	National Climate Change Program
NDCs	Nationally Determined Contributions
NDP	National Development Plan
PRODESA	Sustainable Development for Subsistence Family Farmers Program
PSC	Project Steering Committee
SECAP	Social Environmental and Climate Analysis Procedures
SHF	Small Holder Farmers
TAA	Targeted Adaptation Assessment

1. INTRODUCTION

Climate change (CC) is expected to have a major impact on the world's environment, economy and society, especially in African countries such as Angola due to the dependence of many vital sectors on climate variability especially agriculture and its low adaptive capacity. These changes can significantly impact human health, infrastructure, ecosystems, and economies hence the need to intensify climate adaptation. Climate adaptation involves proactive measures to mitigate the effects of climate change and build resilience in systems. This includes adjusting to current and future climate impacts, such as rising sea levels, extreme weather events, and shifts in temperature and precipitation patterns. Effective climate adaptation strategies aim to reduce vulnerabilities and enhance capacity to cope with these impacts. Climate adaptation is not just about technological solutions, it is also about building resilient communities. This involves empowering individuals and communities to adapt to the changing climate and create a sustainable future.

1.1 Background on PRODESA

The Government of Angola (GoA) in partnership with IFAD is currently preparing the Sustainable Development for Subsistence Family Farmers Program (PRODESA), which is under the Ministry of Agriculture and Fisheries (MINAGRIF) and the Institute for Agriculture Development (IDA) and its Municipal Agrarian Development Stations (EDA).

The project goal is to contribute to the reduction of multidimensional poverty among the rural population in southern and eastern Angola. The Project Development Objective (PDO) is to 'Improve the nutrition and incomes of family farmers and ethnic minority groups in southern and eastern Angola, while increasing their resilience to climate change, commercialization of their products and other shocks and stressors'.

The expected project outcomes envisage beneficiaries to achieve a more diverse, resilient and increased agricultural production and productivity (Component 1), as well as develop an improved connectivity and access to markets (Component 2), as well as improve the regulatory and policy environment (Component 3) to enhance outcome 1 and 2.

The Project will address key food and nutrition security challenges, as well as market access barriers that currently affect agriculture-related livelihoods. The project will group beneficiaries into 'typologies' based on their diverse production systems, market participation, agricultural risks and opportunities and will deploy a participatory planning process to identify local challenges and priorities with regards to sustainable production and productivity as well as agribusiness development that

would inform project implementation and a tailored approach to the investments on the ground.

Outcome 1 (Component 1) will be achieved through targeted interventions, such as mobilisation of communities to draw plans on production and collective economic activities (subcomponent 1.1), undertake technical trainings, using Farmer Field School (FFS) methodology to improve production outcomes, and adjust practices and behaviour in a way that remove barriers and challenges related to collective action, limited knowledge of modern production practices and nutrition (sub component 1.2).

Dedicated intervention will engage directly on the specific needs of the San community to preserve traditional hunter-gatherer lifestyles and diets (sub component 1.3) that will not only ensure food security and nutrition but also enhance natural resource conservation through seeking to establish a territory designated for the San community use.

Outcome 2 (Component 2) will be achieved through targeted interventions that build on those rolled-out under Component 1 by leveraging on the improved agricultural outputs and community organisation to take it a step further towards business formalisation, access to credit and market engagement , which will entail business management and development support, as well as dedicated efforts to improve access to existing agri-finance mechanisms by creating a bankable pipeline of MSMEs and cooperatives (sub component 2.1). Strategic public investment in infrastructure will resolve local road access challenges by focusing on emerging agri-businesses/cooperatives that are emerging on the market and where such infrastructure will deliver an immediate and tangible result in terms of local economic growth.

Outcome 3 (Component 3) will be achieved by focusing policy dialogue and technical support on areas of primary concern such as natural resource and soil management support and minority rights of access and use of land for traditional hunting and gathering.

1.2 Geographical and Beneficiary Targeting

PRODESA will cover the provinces of Cuando-Cubango, Moxico, Lunda Norte , Lunda Sul, and Bie. These five provinces were selected based on the following criteria: (a) incidence of poverty and level of vulnerability to food and nutritional insecurity; (b)

impact of climate change (intensity of rainfall or severity of droughts in the area); (c) level of current investment (areas that are underserved by investment and where there is an urgent need to intervene to ensure the resilience of populations that have not benefited from sustainable development interventions in the recent past); and (d) the need to converge IFAD interventions where they will have a significant impact on the populations most affected by climate hazards, as well as the opportunities for synergy with other ongoing or future interventions in the area.

The intervention area of the project covers 42 municipalities out of 164 in the country. These municipalities are characterised by: a) poverty rates ranging from 69.6 per cent (Lunda Sul) to 95 per cent (Moxico), vast areas with ecologies as diverse as they are varied, but with real potential for agricultural and livestock activities. The area has mostly traditional land-use models in the hands of small to medium-sized family farms. In addition to very small farmers organised in cooperatives who show some innovation in the application of agricultural practices learned through FFS (Bie case), there are other farmers who are very poorly organised and hunter-gatherers who have only been practising agriculture for 10 to 15 years.

Through family farms, organised or not, PRODESA mainly targets poor smallholder, agro-pastoralist and pastoralist households that are economically and socially vulnerable, especially those in a situation of food and nutritional insecurity, most of whom grow subsistence crops. A total of 1,068,582 people in 222,621 households will be reached, representing 60 per cent of the total population of the project area, estimated at 1,780,969 people. Through specific targeting strategies, the project will reach 50 per cent women and 30 per cent young people (18-35 years). The project will also pay special attention to marginalised groups (people with disabilities, ex-combatants, and in particular the San and agro-pastoralist minority groups), who will represent 10 per cent of the total direct beneficiaries.

In view of the dynamics observed on the ground, the direct beneficiaries of the project can be divided into three categories: C.1, C.2, C3.

- **C.1 - the most vulnerable.** These are mainly poor households that are food and nutrition insecure and have little or no access to land, water and other assets. This target group category includes: (1) very poor farming families without livestock, dependent on rain-fed subsistence agriculture, whose non-irrigated or very poorly irrigated farms do not exceed 3 ha with very marginal production yields; (2) very small-scale agro-pastoralists or pastoralists engaged in subsistence livestock activities or with very small livestock and transhumant pastoralism; (3) youth (both male and female), landless heads of households

who are used as labourers on other farms and have very few means of subsistence; and (4) the most vulnerable and marginalised (very poor) - minority groups, ex-combatants, people with disabilities, albinos, unmarried mothers, victims of various forms of violence, including gender-based violence, the elderly suffering from malnutrition and/or undernutrition, etc. These target groups share structural vulnerability, low social integration and lack of socio-economic opportunities.

- **Category C2 - micro and small farmers with low productivity and low value added.** This category includes producers, agro-pastoralists and pastoralists with easier access to land and other assets to increase production potential. Priority is given to youth (2) poor women heads of households. Target groups in this category have very limited economic opportunities, making their livelihoods highly vulnerable.
- **Category C.3 - local actors who can be described as cooperatives and micro and small enterprises (MSMEs).** They are mostly informal and established by men and women who are or want to be involved in market supply chains at different levels of production, agro-logistics³, supply of inputs, processing, aggregation and marketing. This category also includes youth who need vocational training and business coaching.

1.3 Implementation Arrangements

The Ministry of Agriculture and Fisheries (MINAGRIF) will be the lead implementing agency and IDA will have the responsibility of overseeing the project's implementation. IDA will delegate the day-to-day coordination/management of the project to a Project Management Unit (PMU) that will be established. A Project Steering Committee (PSC) will be established to provide the oversight function. The PSC will be chaired by the Minister of Agriculture or the Secretary of State for Agriculture and Livestock and composed of members from institutions with direct relevance to the achievement of PRODESA objectives (such as Ministry of Energy and Water - MINEA, Ministry of Environment - MINAMB, Ministry of Tourism and Culture - MCTA, Ministry of Industry and Commerce - MINDCOM).

At the provincial level, there will be PMUs to help coordinate/manage PRODESA activities at those levels. Provincial Project Steering Committees (PPSCs) will be established; their composition and tasks will reflect those of the PCC. The composition of staff at the national and provincial PMUs will be determined during the detailed design.

1.4 Purpose of Adaptation Assessment

Following the IFAD Social Environmental and Climate Analysis Procedures (SECAP), PRODESA climate risk was classified as a **Substantial**. As required by IFAD, any climate risk classification other than the "**low**" classification requires specific guidance on how to climate proof IFAD supported investments. In this case for PRODESA, a Targeted Adaptation Assessment (TAA) was required.

2. SCOPING FOR ADAPTATION ASSESSMENT

2.1 Methodology

The scoping exercise for the Targeted Adaptation Assessment was undertaken during the field mission that took place from the 12th - 30th August 2024 to develop the full project design for PRODESA. Consultations were undertaken with the following government institutions: a) Institute for Agricultural Development (IDA); b) Institute for Forestry Development (IDF); c) Cabinet of Planning, Studies and Statistics (GEPE); d) National Seed Services (SENSE); f) Instituto de Investigação Agronómica (Agricultural Research Institute); g) Ministry of Social action, Family and promotion of women (MASFAMU) and h) staff from Project Coordinating Units of the ongoing IFAD-supported projects in the country.

Information and relevant data on the socio-economic, cultural and environmental conditions of the targeted 5 provinces of Bie, Lunda Sul, Lunda Norte, Cuando Cubango and Moxico were collected.

Desk literature review was undertaken to understand the background context to agriculture in Angola, including the related policies and strategies in agriculture and climate change. The literature review further focused on identifying the types and extent of climate change extreme events and disasters occurring in Angola, including in the selected projected sites and factors that exacerbates vulnerability of communities to climate change.

Data on past, current and future climate trends (temperature, precipitation) was sourced from a number of sources including regional climate data: <https://regioclim.climateanalytics.org/choices> and the World Bank Climate Knowledge Portal <https://climateknowledgeportal.worldbank.org> (WB 2018)

Data on climate crop impact assessment for the selected value chains was sourced from the Climate Adaptation in Rural Development Assessment Tool: [Climate Adaptation in Rural Development \(CARD\) Assessment Tool \(ifad.org\)](https://climateadaptationinruraldevelopment.org/)

Identification of adaptation options were done through key informants (during the Design Mission Field Visit carried out in September, 2024; discussions with government and provincial and municipality technical officials; review of current adaptation options Angola among other documents.

2.2 Indication of hazard, exposure, sensitivity and adaptive capacity Background

Angola is located on the western coast of southern Africa, between parallels 4° 22' and 18° 02' South latitude and the meridians 11° 41' e 24° 05' longitude East of Greenwich, has a land surface of 1,246,700 Km², with a sea coast of 1,650 km and

a land border of 4,837 km. The maximum length between north and south is 1,277 kilometres and the maximum width West East is 1,236 km. The Exclusive Economic Zone (EEZ) of Angola is also included, the sea area being defined by the lines corresponding to 200 nautical miles from its coast. The Republic of Angola shares borders to the north with the Republic of Congo and with the Democratic Republic of Congo, to the east with the Democratic Republic of Congo and the Republic of Zambia, to the south with the Republic of Namibia and to the west with Atlantic Ocean.

Angola ratified the Paris Agreement in 2020, submitted its revised Nationally Determined Contributions (NDCs) in 2021 and developed a 2022-2035 National Strategy for Climate Change. The government remains committed to the 2030 Agenda for Sustainable Development and African Union Agenda 2063. The National Development Plan (NDP) draws on these commitments and establishes three priorities: (a) human capital development; (b) economic diversification and (c) infrastructure development¹. Other reference documents for climate change adaptation include the Long-Term Development Strategy for Angola (2025) and the National Health Development Plan 2012-2025.

The National Directorate for the Environment and Climate Action (DNAAC) in the Ministry of Culture, Tourism and Environment of Angola (MCTA) in its executive services also include the Climate Change Office, responsible for the implementation of the National Climate Change Program (NCCP) and the integration of policies leading to sustainability, GHG emission reduction, offset programs and projects, and the National Directorate for Prevention and Assessment of Environmental Impacts responsible for ensuring the implementation of environmental policy in activities that are likely to cause significant harm to the environment.

A National Commission on Biodiversity and Climate Change (CIBAC) was created in 2012 (Presidential Order No. 10/12 of February 1) with the responsibility to create the necessary conditions for the execution and implementation of the National Strategy for Climate Change and for creating a national investment plan for climate change, biodiversity, drought and desertification.

The country is endowed with large sources of renewable energy, including water and sun irradiation. However, it is also prone to natural disasters, including droughts and floods. Climate change is already affecting people's lives and livelihoods, as well as the Angolan economy. The country is experiencing increasingly severe and frequent climate hazards. In 2021-2022, the worst drought in the last forty years hit the provinces of Huila, Namibe, and Cunene, affecting 1.32 million people, mostly women and children, and causing elevated levels of acute food insecurity. In November 2023, the country was hit again by El Niño which continued into the first quarter of 2024, associated with high temperatures and below average rainfall reported

¹ UNDP, 2023

worsening already dire food insecurity levels, further driving malnutrition and spreading diseases like cholera.

Achieving climate resilience is inextricably linked to the success of Angola's economic diversification, as most promising non-extractive sectors are highly climate-sensitive and already under increased stress from climate variability. Projected increases in rainfall variability and extremes have serious implications for agriculture, fisheries, energy production, and cities. Unreliable water availability and increased extreme events are expected to pose growing challenges to agricultural production. Direct economic losses in agriculture from droughts may rise from as much as USD100 million per year nationwide today, to more than USD700 million per year by 2100². With southern and southeastern³ Angola projected to become dryer, hydropower production on the Kunene River, for example, is expected to decline. Meanwhile, in urban areas, where two-thirds of Angolans already live, and most jobs are - climate change is likely to exacerbate water scarcity, bring more intense storms and coastal flooding, and increase the risks associated with inadequate sanitation.

2.3.1 Precipitation Trends

Precipitation trends are more uncertain, but rainfall variability is clearly increasing, with longer dry spells, worse droughts, and more floods. Currently, Angola's rainy season lasts from October-May and is characterized as hot and humid. The Inter-tropical Convergence Zone (ITCZ) controls rainfall as it moves between the equator and tropics, bringing rainfall to Angola as it migrates southward from the equator in October. The rains coincide with the warmest months of the year with average temperatures ranging from 22-23°C. The dry season, known as "Cacimbo," occurs from June-September and is the coolest time of the year, with average temperatures between 18-20°C. Total rainfall decreases as you move from north to south and from east to west in Angola, with northeastern Angola receiving the most amount of rain. Located along the Atlantic Ocean, much of Angola's climate is tied to sea surface temperatures and variations in the Benguela Cold Current.

² Angola Climate Change and Development Report, 2022

³ PRODESA project implementation zone

2.3.2 Temperature Trends

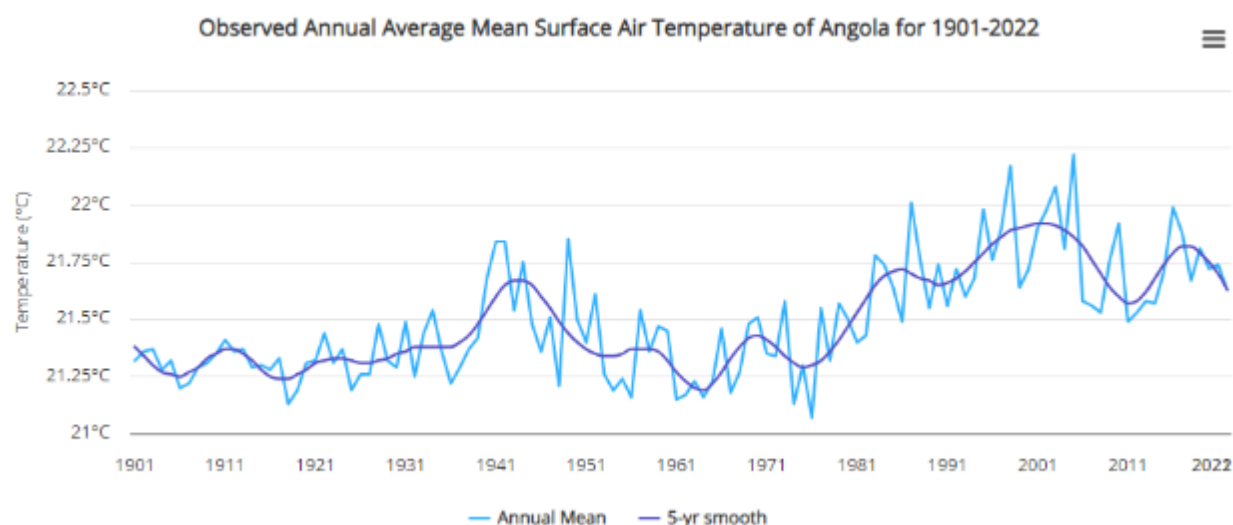


Figure 1: source: climate change knowledge portal

A state-of-the-art climate impact assessment conducted⁴ confirmed that warming has accelerated significantly in recent years. The annual mean temperature has increased by 1.4.°C since 1951 and is expected to keep rising. Southern Angola has been the hardest hit and experienced a severe and protracted drought over the past decade, with conditions described as the worst in 40 years. In 2021, an estimated 3.81 million people in the six southern provinces were reported to have insufficient food, and over 1.2 million people continue to face water scarcity because of the drought. By 2040–2060, most of the country is projected to be 1.5–2.5°C warmer, except near the coast, with significant implications for water availability, drought severity, and, in some areas, extreme heat.

2.4 Future Climatic Trends

Angola's vulnerability to climate change has been felt over time, with frequent episodes of extreme weather phenomena such as drought or floods. The growing signs of sensitive changes in biophysical systems, whether at regional and/or global scale, highlight the need to identify, analyze and assess the potential impacts of climate change in various socio-economic sectors, to plan a concerted response and mobilize adequate resources for its realization.

2.4.1 Precipitation

Mean annual rainfall over Angola has decreased at an average rate of around 2 mm per month (2.4 percent) per decade between 1960 and 2006. However, precipitation data is spatially limited and the causes of this trend are not fully understood.

⁴ Climate Change and Development Report, 2022

Precipitation patterns are expected to be disrupted, with some regions experiencing more frequent and intense droughts while others may see increased rainfall. The southern and central regions of Angola are projected to experience more frequent and severe droughts, with a decrease in average annual rainfall. Northern Angola may experience more frequent and intense rainfall events, leading to an increased risk of flooding. The timing and duration of the rainy season are likely to change, impacting agricultural activities and water availability.

The irregular and abnormal rainfall between cause extensive crop damage in the highland areas where first rains arrive late and then, frequent, intense, and accompanied by heavy winds and even hail in some areas from November onwards. This damages crops, and the resulting continuously wet conditions hamper normal weeding and consequently productivity. At the same time, the runoff from the rains causes flooding in low-lying areas, causing total crop loss.

2.4.2 Temperature

Climate models predict a continued warming trend in Angola, with projections indicating a significant increase in average temperatures by 2030. Under various emission scenarios, the average temperature increase is estimated to be between 1.5°C and 2.5°C above pre-industrial levels. This warming trend is expected to be more pronounced in the interior regions, while coastal areas may experience slightly lower increases.

The projected temperature changes could lead to more frequent and intense heat waves, exacerbating existing challenges related to water scarcity, agricultural productivity, and human health. The impact of these changes will vary across different regions and sectors, necessitating tailored adaptation strategies.

Inland regions are projected to experience more pronounced temperature increases, particularly in the southern and eastern parts of the country.

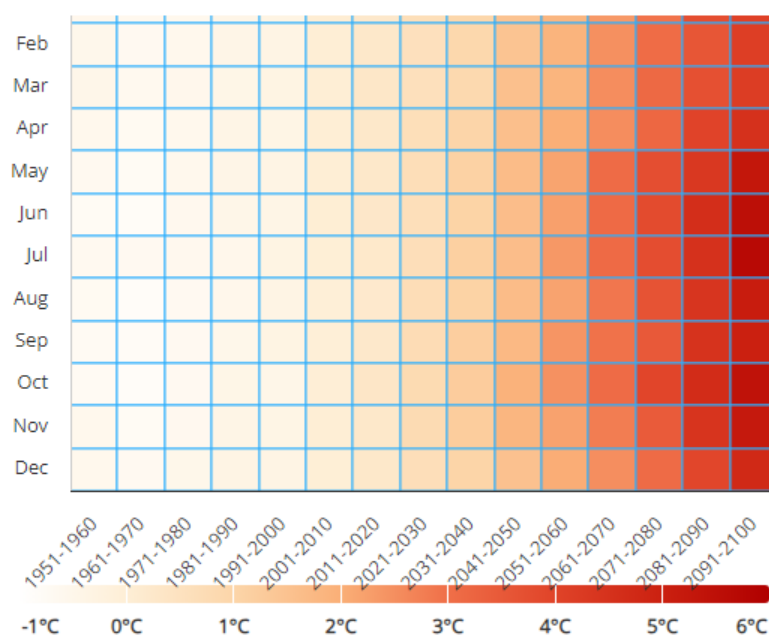


Figure 2: Temperature Increase Predictions (source: WB)

2.4.2 Summary of Projections by Climate Variable⁵

Table 1: Summary of Projections by Climate Variable

Projection	Condition	Trend
Air temperature	The average global temperature of the earth's surface is likely to exceed, by the end of the 21st century, 1.5 ° C with respect to trademarks registered in the 1850-1900 period.	Increase
Sea water temperature	Positive changes in the temperature of the water in the cold Benguela current may affect outcrop pulses in the planktonic system. There is shading of effects and causes with the condition of the ichthyofauna and the activities of commercial	Slight increase or stability in the behaviour of the phenomenon, but with uncertain effects

⁵ Climate Change NDCs for Angola, 2021

	overfishing in the area, as well as secular variations typical of marine dynamics	
Sea Current Temperature	A tropicalization of the equatorial heating zone of the cold Benguela current is expected by 2050. However, the heating of the Benguela current as well as new phenomena such as El Niño de Benguela respond to secular dynamics that cannot yet be statistically separated from each other. possible consequences of global warming.	Stability in the behaviour of the phenomenon, but with sub-dimensioning of data to establish effects arising
Precipitation	A decrease in average annual rainfall in the south and north of the country and an increase in the central coast is expected. In monthly terms, a decrease is expected in the driest months, extending the dry season to the months of April and October. The maximum daily precipitation is expected to increase throughout the territory, this increase being more accentuated in the coastal zone. In the South, precipitation episodes will decrease by the end of the century but will be more intense in the future.	Increase
Sea Level Rise	Average sea level increase until the year 2100 between 0.26m and 0.77m considering the 67 per cent confidence interval, between 17 per cent and 84 per cent. Already incorporating an increase in the global average temperature between 1.5 ° C and 2.0 ° C, the increase in sea level would be between 0.35m and 0.93m for the same confidence interval.	Slight increase or stability in the behaviour of the phenomenon, but with uncertain effects
Wind Direction	No drastic changes expected. Local phenomena produced by urban corridors may have a specific impact, more linked to the effects of urbanization than global warming.	Slight increase or stability in the behaviour of the phenomenon, but with uncertain effects
Direction of sea current	No drastic changes planned in terms of direction. Variability can be recorded in terms of vertical adjustments resulting from changes in temperature.	Slight increase or stability in the behaviour of the phenomenon, but with uncertain effects

Rainwater pH due to anthropogenic action	Expressively linked to the emission into the atmosphere of compounds derived from fossil fuels or possible mining of sulfur compounds in the open.	Increase
Rainwater pH by natural effects	No drastic changes predicted by natural conditions. Anthropogenic action would be primarily responsible.	Slight increase or stability in the behaviour of the phenomenon, but with uncertain effects
Occurrence and intensity of extreme events	<i>Drought:</i> They will tend to increase in frequency and intensity in the coastal area, but with significant consolidation in the central and western regions of the country. <i>Floods:</i> Expected to increase the frequency of floods as well as their intensity, however interspersed with more consolidated periods of drought. <i>Heat waves:</i> Expected to increase the frequency <i>Storm surges:</i> Expected to increase the frequency <i>Wildfires:</i> As global temperatures rise, wildfires are getting more frequent and intense.	Increase
Ocean acidification	The ocean has been playing an important role in helping slow down global climate change by removing the greenhouse gas carbon dioxide (CO ₂) from the atmosphere. However, decades of ocean observations show that the CO ₂ absorbed by the ocean is changing the chemistry of seawater. When seawater absorbs carbon dioxide its acidity is increased	Increase

2.5 Extreme weather events

a) Droughts and Dry spells

About 80 per cent of disasters in Angola are related to water, either due to its excess or its lack. Both the semi-arid and the central plateau suffer frequent droughts and dry spells. Drought-related crop failures or livestock mortality causes families to lose

their livelihood hence increasing poverty rates. Annually, over 35 per cent of the country's total crop area is exposed to drought, making Angola the second most exposed country

On average one million nine hundred thousand people are directly affected by droughts in Angola, under current climate conditions⁶. This is 7.5 per cent of the population and will increase to 13 per cent under future predicted conditions. Hunger and lack of water, cause cascading effects and systemic risk, increasing the need for child labor, out-migration, longer transhumance livestock migrations, more considerable difficulties in fetching water for family consumption, and closure of some schools. Literature⁷ has shown an increase in school dropouts, domestic violence, migrations, and increased deforestation due to prolonged dry spells and droughts. Charcoal production increases as an alternative source of revenue and this has become a considerable deforestation threat.

The country experiences dry spells as a recurring phenomenon, influenced by various factors such as El Niño-Southern Oscillation (ENSO) and the Intertropical Convergence Zone (ITCZ) shifts. These dry spells can vary in duration and intensity, but their frequency is increasing in recent years, impacting agriculture, water resources, and human livelihoods. Data from meteorological agencies in Angola indicates that the frequency of dry spells in specific regions of Angola has increased notably in recent years.

b) Extreme Precipitation and Floods

There are more than 47 rivers and five major watersheds in Angola, all of which are at risk of flooding, particularly in the rainy season (Angola 2012). The low-lying floodplains that run north-south in the eastern part of the country are particularly at risk. Cunene Province in south-eastern Angola has been particularly flood-prone in recent years.

In some rural areas most people choose to live along rivers banks because they want to live close to fertile soils and be close to watercourses for fishing. Communities along the banks of the Zambezi River and the rivers in the province of Kunene report that in recent years floods have been more frequent. Some communities judge that they can calculate when they need to abandon flood zones, but at present the traditional cycles of rain and drought are not predictable, and the existing warning systems used by the communities are not sufficient to protect those who live in risk zones.

Floods already pose very large threats to Angolan cities for example flooding in Luanda in April 2021, damaged about 2,300 homes, and affected about 11,000 people. The subsequent displacement of people, and the loss of crops and valuable

⁶ Rudari et al. (2019)

⁷ CNPC-UNDP, 2016

assets have caused extreme social, economic and psychological vulnerabilities, as well as in the health.

2.6 The Impact of Climate Change on Crops and livestock

Figure 3 below summarizes the potential effects of climate stressors, including drought, rainfall variability, floods, temperature increases, on agriculture. The climate impacts point to the connection between climate change in Angola and agricultural productivity. It shows that four climate stressors – temperature increase, rainfall variability, droughts, and floods – affect the agricultural sector and ultimately reduce its productivity. This predominantly affects poor farmers, poor people, senior citizens, children, and women particularly in the northern, middle, and middle-western parts of the country.

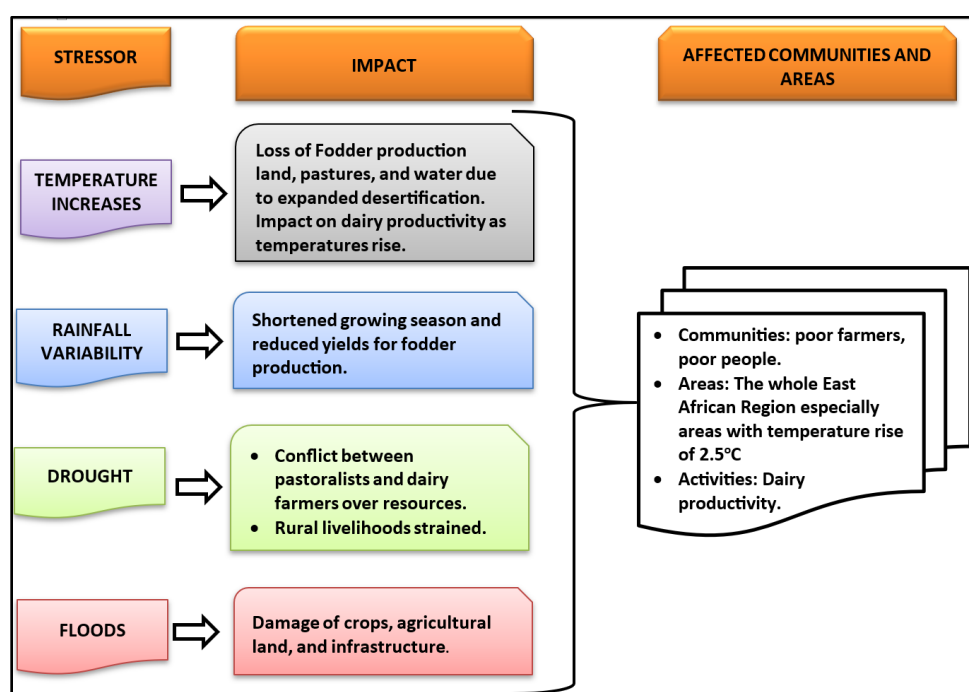


Figure 3: Climate stressors and their potential impacts on livestock and agriculture production

Despite its potential, the agricultural sector is underdeveloped and not very productive, contributing to 9 per cent of GDP but employs 51 per cent of the population. Only about a third of Angola's arable land is used for harvests; of those, only 100,000 out of 5 million arable hectares benefit from machinery and/or animal traction for sowing and harvesting. Angola's agriculture mainly consists of subsistence farming.

Climate change requires farmers to adapt to new agronomic practices such as conservation agriculture, growing of drought tolerant crops, precision agriculture (which in turn also requires a better access to input for seeds and fertilizers) and agro-forestry amongst others to improve productivity.

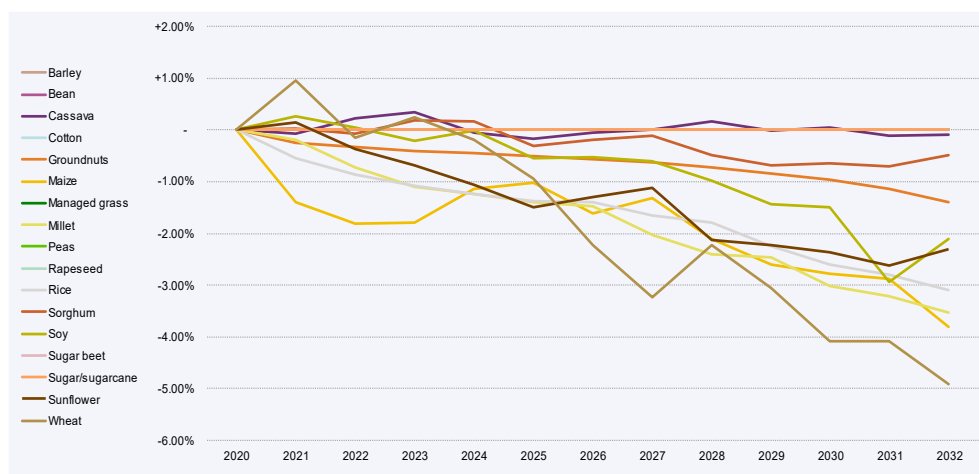


Figure 4: Crop yield trends

The most negatively impacted crops will be maize, bean and groundnut, all important crops for food security and nutrition in Angola. Cassava, millet, sorghum, and banana, which are more drought-tolerant crops, will be less impacted, and more climate-resilient crops like cassava will largely see an increase in suitability, especially in the central regions. Southern regions will generally become less suitable for crop production, with Namibe, Bie, Bengo and Moxico most affected⁸.

Livestock

Extreme weather events, rising temperatures, and altered precipitation patterns threaten the health, productivity, and well-being of animals. Livestock mortality could increase due to prolonged water distress and heat exposure, in addition to causing a general decline in milk and meat production. The number of livestock affected by extreme climate conditions is expected to surpass 70 per cent of total livestock populations between 2050 and 2100, up from 40 per cent currently, with major losses in livestock mostly expected in the southern regions. Climate risk to livestock will likely expand from the South towards more eastern and northern parts of the country. The dynamics between drought, increased population pressure, and increased agricultural development of lands will put pressure on grasslands and may lead to a decline in the quality and quantity of pasturelands.

The distribution of animal diseases depends to a certain extent on temperature and humidity. The north of Angola is a tsetse fly zone. Control measures to limit the epidemic expanding beyond this area have been implemented since 2002. A change in temperature could create a risk of this area expanding.

Fisheries

⁸ Angola Climate and Development, 2022

The impacts of climate change in Angola are likely to be strongly felt in fisheries. The combined effects of climate change on factors such as water temperature, current and nutrient circulation, and pH may substantially change the distribution and composition of fish stocks throughout the country, especially when combined with anthropogenic stressors such as overfishing and habitat degradation. In a high GHG emission scenario (RCP8.5), Angola's maximum catch potential (MCP) is expected to decrease by 43.7 and 64.0 percent by 2050 and 2100, respectively. Angola is among the most vulnerable countries in terms of the impact of climate on fisheries. By 2050 the value of fisheries in West Africa, including Angola, is expected to decrease by 21 per cent, resulting in a loss of USD311 million in revenue from this economic activity.

Biodiversity

The impacts of the indirect effects of climate change such as floods, severe droughts and soil erosion will have implications for the increase in displacement and loss of species and for the increased risk of fire in forests. Stress to flora and fauna caused by variations in climate will condition the life of species, which can cause extinctions. The increase in soil erosion and flooding may affect the distribution and resilience of Angolan biodiversity.

Most of the Angolan population who are vulnerable to falling into poverty live in areas of high exposure to climate change, which will make it harder for the country to achieve its poverty reduction goals. Chronic poverty and vulnerability to poverty are already widespread, and this increases vulnerability to covariate shocks—events that affect large swaths of the population at once. Some of the areas with the largest numbers of vulnerable households, shown by the dark blue and brown areas in the maps, are also areas with the highest frequency of floods (such as in Huambo) and droughts (such as in Huila). Economic and climate shocks that affect entire areas or populations, combined with high levels of vulnerability to poverty, can translate into substantial increases in the incidence and severity of poverty, food insecurity, and child malnutrition.

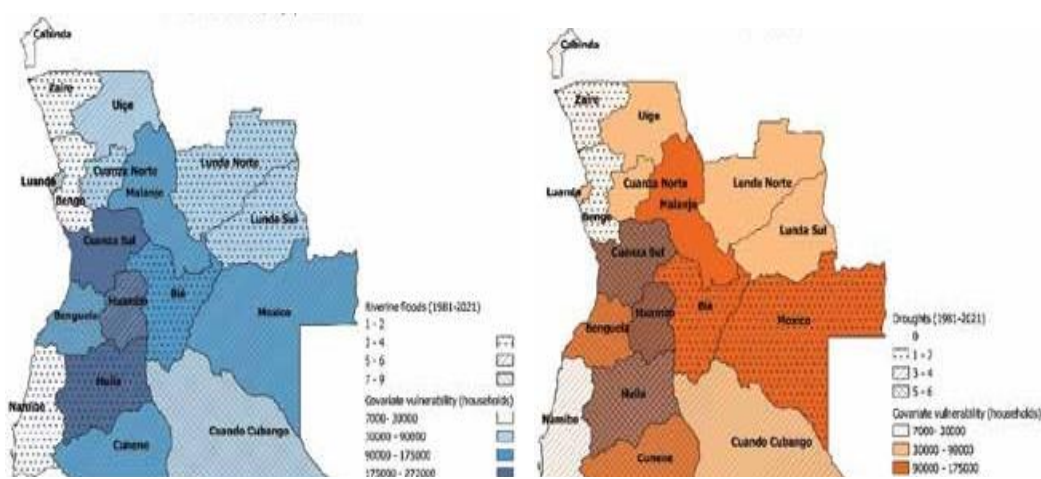


Figure 5: Vulnerability to major climate-related shocks in Angola and number of events, 1981–2021: Riverine floods (left) and droughts (right)

Soil Health

Soil erosion, which is a problem in most areas, may be aggravated, or accelerated by more intense rains. Greater soil erosion has implications for sedimentation in the fluvial basins, as well as for agriculture, infrastructure and industry. More severe rainfall events could cause massive landslides in poorly constructed urban areas, or along denuded or deforested slopes.

Water Resources

Angola is a country abundant in water resources, with sufficient availability to satisfy all drinking water needs, if supported by adequate storage, supply, treatment, and distribution infrastructures. Longer, more frequent and intense droughts will increase the demand for water in areas already impacted by drought, as well as in new drought zones that will arise with climate change. Natural soil erosion aggravated by climate change has implications for sedimentation in river basins.

Health

The human health has clear links to climate variability through both direct exposure as well as indirect pathways. Negative health impacts come from extreme climate events, such as heat waves, hurricanes/storms, floods and droughts. Gradual changes of climate affecting water, food and air quality also have negative influence on human health around the world. Additionally, various studies have shown that under climate change scenario, the spread of climate-sensitive diseases such as malaria and diarrhea would increase, and food production would decline resulting in malnutrition. The incidence of malaria in Angola is one of the highest in the African continent, with more than 3 million people affected todate. High temperatures are conducive to prolonging the seasonality of diseases such as malaria, and in a predicted future scenario that is hotter and more humid, even in areas with altitudes above 1500m, where the risk of contracting the disease is lower, episodes of malaria will be more frequent

Road infrastructure

The country has invested in the recovery and construction of the road network, which was badly damaged after the conflicts that followed its independence, however infrastructure conditions that are still in a precarious state can be aggravated if no investments are made to increase their resilience and adapt them to new conditions. Damaged roads and bridges lead to the isolation of communities, difficulties in accessing health and medical emergency services, and may even compromise the evacuation routes of the village in the face of emergencies, impeding access to schools, workplaces, shops and markets, trafficking of goods, leading to a loss of productive capacity and can lead to increased costs for establishing alternative transport routes.

3. ADAPTATION ASSESSMENT

3.1 Main Adaptation Needs

Adaptation needs are the specific requirements and or actions that are necessary to cope with the impacts of climate change and, consequently, ensure the resilience of agriculture and livestock systems. Identifying adaptation needs helps prioritize actions and allocate resources to address the most critical challenges.

3.2 Adaptation Options

Having considered the type of observed and potential climatic hazards, analysed the vulnerability factors and estimated some of the climate impacts in the region, this section proposes feasible adaptation options that the project may promote.

3.2.1 List of Adaptation Options

A list of adaptation options based on climatic hazards, sensitivity, exposure, adaptive capacity and agroecological zone are presented in Table 2 below. The list is developed from options recommended in the updated National Strategy for Climate Change, NDCs, National Environment Policy, National Development Plan and the long-term Development Strategy for Angola. Guidance has also been sought from the IFAD Database for Climate Adaptation Options and discussions with relevant technical officers and the local stakeholders.

Table 2: Climate Change Adaptation Options

ID	Climate risks	Potential impacts on value chains	Suggested adaptation option
1	Climate variability	Poor Yields and livestock production	Provision of affordable and reliable irrigation supplies to support livelihood security of farmers
			Introduce smart irrigation technologies (solar pumps, precision irrigation) to improve water management in targeting area of vulnerable farmers and livestock
			Re-schedule planting and harvesting dates.
			Research traditional farming practices to identify approaches that may be suited to a different climate
			Research new crops, new breeds and opportunities/ risks of introduction.
			Make contingency plans to deal with loss of crops due to drought or flood
			Consider the effect of new weather patterns on the health and well-being of agricultural workers.
			Capacitate extension staff with knowledge on climate change to support small-holder farmers deal with climate risk
2	Increased temperatures and droughts	Low water availability and reduced crop yields	Diversify livelihoods / create income sources from activities other than agriculture and livestock
			Introduce new varieties of crops, e.g., with greater drought or flood resistance
		Ecosystem changes that are conducive conditions for wildfires	Promote community and small-scale irrigation structures and better water management practices
			Build new storage facilities / micro-dams to cope with drought
			Develop community and nutritional projects (school gardens, poultry and rabbit breeding)
			Construct fire guards
			Reinforce policy implementation to curb wildfires
			Identify alternative sources of water supply during drought
			Increase water availability through village-level wells and boreholes
			Promote design of attractive and affordable crop and livestock insurance products for farmers
		Droughts may lead to total livestock and crop failure and loss of substantial investment for farmers	Diversify agricultural activities within single farm units, e.g. introduction of agro-forestry systems
			Construct new water harvesting infrastructure
		Reduced precipitation may lead to reduced and scarcity of water for livestock.	Increase range of water sources (and collection/ storage facilities)
		Increased warm temperature led to pest and disease outbreaks	Improve pest and disease control practices
			Enhance capacity in pest and disease surveillance

ID	Climate risks	Potential impacts on value chains	Suggested adaptation option
3	Increased precipitation intensities and flood occurrence	Increased precipitation led to landslide, occurrence of floods, loss of crops, livestock and damage investment infrastructures	Increase the number of meteorological and hydrometric stations to improve monitoring of rainfall and basins
			Promote micro catchment conservation (afforestation, micro dams, contour bunds and vetiver)
			Implement a water collection and storage system in drought-prone areas to ensure continuity of human supply and watering of livestock
			Promote flood control structures and river flood defences near vulnerable farming areas
			Promote zoning and proper land use planning to avoid investment in flood and landslide prone areas
			Produce evacuation plans for low-lying agricultural areas
			Promote climate resilient infrastructure development (animal structures, storage structures) etc
		High soil erosion from floods on bare lands and increased sedimentation in water bodies	Change approach to farmland management to work with flooding, rather than fighting against it (particularly in flood plains where flood sediments increase productivity of pastures)
			Introduce new tillage and drainage methods to reduce soil erosion.
4	Impact on Livestock		Make use of integrated systems involving intercropping and/or other activities like aquaculture and apiculture to improve resilience
			Promote drought resilient livestock production and capacity building in fodder production
			Research on resilient breed for each type of livestock
5	Increased occurrence of strong winds and cyclones	Strong winds and cyclones led to loss of crops, livestock and investment assets	Build expertise in the use of climate forecast information for improvement of cropping strategies.
			Assume a lower life expectancy and plan for more frequent infrastructure replacement activities.
			Collect climate and flood data for the project area and identify areas that are vulnerable to climate related damage (drought, flooding, soil erosion)
			Develop early warning systems to improve response to climate disasters
6	Risk on Human Health	Disease incidence and deaths	Improve existing wastewater collection and treatment systems and build new systems in underserved areas focusing on urban areas with a high concentration of population
			Ensure basis access to health services and health monitoring
7	Pest, weed and diseases, disruption of	Reduced Yields	Develop and implement Integrated Pest Management Plan (monitoring and control of crop diseases and pests is key)

ID	Climate risks	Potential impacts on value chains	Suggested adaptation option
	pollinator ecosystem services		Use expertise in coping with existing pests and diseases, including after harvest.
			Build on natural regulation and strengthen ecosystem services.
			Maintain healthy soils
			Use drip irrigation or flood irrigation to keep plant leaves and stems healthy.
8	Deterioration of soil health and erosion	Reduced Yields	Reduction of soil erosion, nutrient leaching from soil and minimized wind damage. (Soil erosion control and water holding structures)
			Promote balanced fertilizer application
			Promote use of bio-fertilizer or organic fertilizers
			Promote use of shade trees and plantation of leguminous varieties for nitrogen fixation

3.2.2 Prioritization of Adaptation Options

Having developed a longlist of adaptation options, a criterion for prioritisation is presented as in Table 3 below. The Multi-Criteria Analysis (MCA) was used to decide which “most feasible options” should be implemented. The approach takes into consideration several criteria including technical feasibility costs, benefits, potential to address climate risks, accessibility of option to small holder farmers, flexibility (i.e., avoids lock-in), mitigation co-benefits, transformative potential. The approach is adapted from IFAD ([Thematic Brief Irrigated Crops \(ifad.org\)](http://ifad.org)) and is an expert-driven process using information gathered from a wide stakeholder engagement.

The assessment uses a simple scoring system based on the eight criteria outlined below. The first four criteria require a minimum score of 2; options which score lower than 2 on any of these criteria do not meet the minimum requirements and are not deemed to be suitable. Adaptation options which scored the highest are most suitable for a project.

Table 3.2 Criteria and scoring for prioritisation of adaptation options

No.	Theme	Scoring Criteria		
		1	2	3
1	Technical Feasibility	No experience in implementing solution	Consultants available with suitable skills	Previous IFAD experience with solution
2	Cost Benefit Analysis	Benefits are less than the costs	Benefits are higher than the estimated costs	Benefits are significantly higher than the estimated costs

No.	Theme	Scoring Criteria		
		1	2	3
3	Potential to address Climate Risk	Adaptation option is not relevant or may not be effective for the risks identified	Adaptation option effectively addresses at least one of the identified risks	Adaptation option is relevant for all of the major climate risks identified
4	Accessibility for SHF	Adaptation option is inaccessible for the main project beneficiaries (e.g. unaffordable, requiring regular complex maintenance), or exacerbates existing inequalities.	Adaptation option is accessible for the majority of the project's target beneficiaries.	Adaptation option is accessible to project beneficiaries and specifically benefits women or other marginalised groups.
5	Flexibility (avoids lock-in)	The adaptation option has a long lifetime (>10 years) and its design does not allow for any adjustment.	The adaptation option being considered has a short lifetime (less than 10 years)	The adaptation option is low or no regrets or is part of an adaptive management approach.
6	Mitigation Co-benefits	No mitigation co-benefits or adaptation significantly increases greenhouse gas emissions.	Adaptation option leads to emissions reductions, either at present or in the future.	Adaptation option involves reforestation, restoration of carbon sinks, or the substitution of fossil fuels for renewable energy sources.
7	Transformative potential	Adaptation option is limited to small increases in the resilience of target group but does not involve changes in wider systems.	Adaptation option operates at scale or enables wider implementation of the option, for instance with a declining marginal cost	Adaptation option enables change in the system in question which significantly increases opportunities for target beneficiaries to adapt to climate change.
8	Complementarity to IFAD themes	No complementarity	Complements at least one other cross-cutting theme that is directly relevant to adaptation outcomes	Complements more than one other cross-cutting theme to support systemic resilience.

Table 3: Rational for Adaptation Decision

PRIORITY ADAPTATION OPTIONS	NAME	RATIONALE
1	Introduce new varieties of crops, e.g., with greater drought or flood resistance.	New varieties of crops will be adopted much easier since the farmers are already familiar with them. Further if they have greater drought or flood resistance, they will address the climate risks
2	Promote drought resilient livestock production and capacity building in fodder production	Health animals resistant to pest as well as health pastures will result in productivity and good safety net.
3	Make use of intercropping systems to improve resilience.	The farmers must diversify their crops so that if one crop fails, the other crop may serve as source of income.
4	Improve pest and disease control practices	The improvement of pest and livestock disease control practices will ensure high yield and healthy animals which translates to higher livestock productivity.
5	Make contingency plans to deal with loss of crops and fodder due to drought or flood	Contingency plans to deal with loss of crops and fodder due to drought or flood will ensure that the food is available and animals have adequate feed even during difficult times.
6	Build technical and management capacity of extension workers and farmers/pastoralists respectively to manage climate change and climate change variabilities.	Fundamental to successful adaptation and embracing of new technologies

3.3 Adaptation Options Decision Matrix

Table 4: Adaptation Options Decision Matrix

Selected Sector	Adaptation Option	Technical Feasibility	Cost Benefit Analysis	Addresses Climate Risk	Accessibility for SHF	Flexibility (i.e avoids lock-in)	Mitigation Co-benefits	Transformative potential	Complementarity to IFAD themes	Suitability to PRODESA	Total Score
Agriculture and livestock	Build and strengthen early warning systems and advisories on cropping season quality, droughts, floods, disease/ pest outbreaks and wildlife movement to enhance farmer preparedness.	3	2	3	3	3	3	3	3	Suitable	23
	Introduce new varieties of crops, e.g., with greater drought or flood resistance	3	2	3	3	3	3	3	3	Suitable	23
	Promote drought resilient livestock production and capacity building in fodder production	2	3	3	2	3	3	3	3	Suitable	22
	Make use of integrated systems involving intercropping and/or other activities like aquaculture and apiculture to improve resilience	3	2	3	2	2	3	3	3	Suitable	21
	Provide capacity building and training at FFS, extension and commune and municipal level on adaptation needs	3	2	3	2	2	2	3	3	Suitable	20
	Improve pest and disease control practices	3	2	3	2	3	3	2	2	Suitable	20
	Make contingency plans to deal with loss of crops due to drought or flood	3	3	2	3	2	2	2	2	Suitable	19
	Re-schedule planting and harvesting dates of crops and fodder	2	2	2	3	2	2	3	2	Suitable	18
	Construct new water harvesting infrastructure	2	3	2	2	2	3	2	2	Suitable	18
	Diversify livelihoods / create income sources from activities other than agriculture and livestock e. apiculture	2	2	2	2	2	3	2	2	Suitable	17
	Diversify agricultural activities within single farm units, e.g. introduction of agro-forestry systems	2	2	2	2	2	3	2	2	Suitable	17
	Increase range of water sources (and collection/ storage facilities)	2	2	2	3	3	2	1	2	Suitable	17
	Build expertise in the use of climate forecast information for improvement of cropping strategies.	2	1	2	2	2	2	3	3	Not Suitable	17

Selected Sector	Adaptation Option	Technical Feasibility	Cost Benefit Analysis	Addresses Climate Risk	Accessibility for SHF	Flexibility (i.e avoids lock-in)	Mitigation Co-benefits	Transformative potential	Complementarity to IFAD themes	Suitability to PRODESA	Total Score
	Promote design of attractive and affordable crop and livestock insurance products for farmers	1	2	2	3	2	2	2	3	Not Suitable	17
	Identify alternative sources of productive and domestic water supply during drought	2	2	2	2	3	1	2	2	Suitable	16
	Collect climate and flood data for the project area and identify areas that are vulnerable to climate related damage (drought, flooding, soil erosion)	2	2	2	2	3	1	1	3	Suitable	16
	Introduce new tillage and drainage methods to reduce soil erosion	2	1	2	2	2	2	2	2	Not Suitable	15
	Change approach to farmland management to work with flooding, rather than fighting against it (particularly in flood plains where flood sediments increase productivity of pastures)	1	2	1	2	2	2	2	2	Not Suitable	14
	Research new crops, new breeds and opportunities/risks of introduction.	1	2	1	2	2	2	2	2	Not Suitable	14
	Promote community and small-scale irrigation structures and better water management practices	2	2	2	2	1	2	1	1	Suitable	13
	Build new storage facilities /micro- dams to cope with drought	2	2	2	2	1	2	1	1	Suitable	13
	Enhance capacity in pest and disease surveillance	2	2	2	2	1	2	1	1	Suitable	13
	Promote micro catchment conservation (afforestation, micro dams, contour bunds and vetiver)	2	2	2	2	1	2	1	1	Suitable	13
	Promote climate resilient infrastructure development (animal structures, storage structures) etc.	2	2	2	2	1	2	1	1	Suitable	13
	Promote flood control structures and river flood defences near vulnerable farming areas	2	2	1	1	1	2	2	2	Not Suitable	13
	Promote zoning and proper land use planning to avoid investment in flood and landslide prone areas	2	2	1	1	1	2	2	2	Not Suitable	13
	Produce evacuation plans for low-lying agricultural areas	2	2	1	1	1	2	2	2	Not Suitable	13
	Research traditional farming practices to identify approaches that may be suited to a different climate	1	2	2	2	1	1	2	1	Not Suitable	12
	Assume a lower life expectancy and plan for more frequent infrastructure replacement activities.	1	1	1	1	1	1	1	1	Not Suitable	8

4. IMPLEMENTATION AND MONITORING

The Targeted Adaptation Assessment (TAA) and recommendations will be implemented by the PMU under the guidance of MINAGRIF as the responsible ministry, through IDA as the implementing agency and with technical assistance from EDA whose staff are on the ground at municipality and commune level. MINAMB is the custodian and overseer of the TAA according to the national regulation on climate change response. At PMU level, guidance and oversight of the TAA implementation will be provided by the Climate Change Adaptation Specialist, recruited under PMU or the Environmental, Social and Climate Safeguard Specialist with assistance from the Monitoring and Evaluation specialist. The PMU will customise, update and include TAA as part of project annual workplan for review by the Project Technical Committee and approval of the Project Steering Committee.

Monitoring will ensure the long-term success of climate adaptation initiatives, plans and actions. The TAA will play an important role in planning of and mainstreaming of adaptation activities to be undertaken; track progress of planned outputs and outcomes from adaptation actions; monitor if project interventions are leading to any unanticipated side effects.

The adaptation interventions costs are integrated within the main PRODESA project activity costs. Thus, no separate budget is given.

5. CONCLUSIONS AND KEY RECOMMENDATIONS

This report analysed the most common observed hazards, factors that compound agriculture including livestock vulnerability to climate change, including exposure, sensitivity, and adaptive capacity. The main climate hazards found include droughts and floods. Future climate trends indicate increase in temperature and extreme temperatures; increased rainfall variability; reduction in precipitation resulting in increased variability, frequency and intensity of droughts and floods among other natural extreme events.

Based on the climate risks and projected impacts, the key adaptation options recommended cover the following aspects:

- Strengthen early warning systems and advisories on cropping season quality, droughts, floods, disease/ pest outbreaks and wildlife movement to enhance farmer preparedness.
- Improved monitoring and early warning systems to provide timely information and advisories e.g. about roads/routes that are unreachable due to climate-related disasters, ensuring that remote populations can access markets.

- Introduce new varieties of crops, livestock and fodder, with greater drought and flood resistance.
- Implementation of climate smart agriculture practices and environmentally sustainable practice e.g. intercropping, pest control, soil erosion control, water conservation measures are particularly valuable at times of drought, construct fire guards and reduce on tillage to lessen water loss.
- Capacitate extension staff and farmers with knowledge on climate change to support small-holder farmers deal with climate risks.
- Work with communities to understand the local political, social, and cultural context of the agriculture sector, and improve understanding of what types of behaviour change can lead to more climate resilient agricultural practices to be adopted.
- Promote policies that encourage actors throughout the value chains, to utilize farming/fisheries practices and technologies that are suited for higher temperatures and variable rainfall conditions.
- Support conditional asset transfers after a crises or disaster, including through food/cash-for-work (social protection) interventions such as slope stabilization, landscape management, and disaster mitigation infrastructure
- Search for integrated solutions to disease and pest control that are cost effective.

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex: Annex 6b Secap Climate Worksheet Sept 2024

Mission Dates: 12/08/2024 30/08/2024

Document Date: 16/04/2025

Project No. 2000003951

Report No. 7128-AO

East and Southern Africa Division
Programme Management Department

Angola

Sustainable Dry Ecosystems Livelihoods project

Climate Screening Checklist

Document Date: 23/09/2024

Project No. 2000003951

East and Southern Africa Division
Programme Management Department

Climate Risk Classification: Substantial

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

Are diseases (e.g. COVID-19, malaria, cholera) increasing the population's vulnerability and affecting their capacity to address potential weather-related hazards?	Yes
Is the income of the target population predominately coming from agriculture?	Yes
Are social inequalities (e.g. based on gender, youth, indigenous persons and other marginalized groups) being exacerbated by climate change?	Yes
Is the Human Development Index (HDI) equal to or below 0.6?	Yes
Is the Multidimensional Poverty Index (MPI) equal to or above 0.1?	Yes
Step 4: Adaptive capacity and climate resilience	
What are key adaptive capacities in the areas of project intervention?	No, Yes, TBD
Is the country well ranked in the Disaster risk reduction progress score?	Yes
Are climate and weather information services (real-time weather data, seasonal forecasts etc.) effectively being delivered (through radio, TV, SMS, extension services etc.) to farmers, rural dwellers, and end users?	No
Does the project country have an early action plan (preparedness and emergency response) to mitigate the impacts of weather-related hazards once the shock occurs?	Yes
Does the government or other institutions support the target population/communities with the necessary social and economic resources to prepare for or respond to climate-related events?	Yes
Is the target community carrying out (using their own means) agricultural adaptation?	Yes
Does the target population have the economic means or support to adjust or adapt their activities in response to weather related shocks?	No
Do policies/mechanisms exist that make financial credit, loans, and agricultural insurance available?	No
Are rural infrastructures effectively delivering services to farmers and rural dwellers?	No

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Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex: Secap Environmental And Social Worksheet Dec 2024

Mission Dates: 12/08/2024 30/08/2024

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Project No. 2000003951

Report No. 7128-AO

East and Southern Africa Division
Programme Management Department

Angola

Sustainable Development for Subsistence Family Farmers Program Environmental and Social Safeguards Screening Checklist

Document Date: 30/12/2024

Project No. 2000003951

East and Southern Africa Division
Programme Management Department

Environmental and Social Safeguards Classification: Moderate

Environmental and Social Safeguards				
Biodiversity conservation	Yes/No	Likelihood	Consequence	Risk Rating
1.1 Could the project potentially involve or lead to conversion or degradation of biodiversity, habitats (including modified habitat, natural habitat and critical natural habitat) and/or ecosystems and ecosystem services?	No			Low
1.2 Could the project involve or potentially lead to activities involving habitats that are legally protected, officially proposed for protection, or recognized as protected by traditional local communities and/or authoritative sources (e.g. National Park, Nature Conservancy, Indigenous Community Conserved Area, ICCA, etc.)?	No			Low
1.3 Could the project potentially involve or lead to an increase in the chance of human-wildlife encounters/conflict?	Yes	Possible	Moderate Conflict leads to some loss of livelihood or threat to wildlife, but this is not catastrophic	Moderate
1.4 Could the project potentially involve or lead to risks to endangered species (e.g. reduction, encroachment on habitat)?	No			Low
1.5 Could the project potentially involve or lead to impacts/risks to migratory wildlife?	Yes	Unlikely	Negligible No impact on migratory wildlife	Low
1.6 Could the project potentially involve or lead to introduction or utilization of any invasive alien species of flora and fauna, whether accidental or intentional?	No			Low
1.7 Could the project involve or lead to the handling or utilization of genetically modified organisms?	No			Low
1.8 Could the project involve or lead to procurement through primary suppliers of natural resource materials?	No			Low
Resource Efficiency and Pollution Prevention	Yes/No	Likelihood	Consequence	Risk Rating
2.1 Could the project involve or lead to the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	Yes	Possible	Negligible No proposed release of routine or non-routine pollutants.	Low
2.2 Could the project involve or lead to primary not environmentally sustainable production of living natural resources? (Note: this includes the cultivation or rearing of plants or animals, including annual and perennial crop farming, animal husbandry (including livestock), aquaculture, plantation forestry, etc)	No			Low
2.3 Could the project involve or lead to engagement in areas of forestry, including the harvesting of natural forests, plantation development, and/or reforestation?	Yes	Possible	Negligible The project will not involve engagement of forestry in any form	Low

Environmental and Social Safeguards				
2.4 Could the project involve or lead to significant consumption of raw materials, energy, and/or water?	Yes	Possible	Minor The project will require consumption of raw materials, energy, and/or water, but this will be a small component of the project, and impacts can be appropriately managed.	Moderate
2.5 Could the project involve or lead to significant extraction, diversion or containment of surface or ground water (e.g. construction of dams, reservoirs, river basin developments, groundwater extraction)?	Yes	Likely	Minor The project only needs a minimal amount of water. This can be obtained from existing sources, without the need for extension.	Moderate
2.6 Could the project involve inputs of fertilizers and other modifying agents?	Yes	Possible	Minor The project only requires minimal amounts of fertilizer	Moderate
2.7 Could the project involve or lead to procurement, supply and/or result in the use of pesticides on crops, livestock, aquaculture or forestry?	Yes	Possible	Minor The project only requires minimal amounts of pesticide.	Moderate
2.8 Could the project be located in an area which is being, or has been, polluted by an external source (e.g. a mine, smelter, industry)?	No			Low
2.9 Could the project involve livestock – extensive and intensive systems and animal products (dairy, skins, meat, etc.)?	Yes	Almost certain	Negligible The project does not involve livestock or fisheries.	Moderate
Cultural Heritage	Yes/No	Likelihood	Consequence	Risk Rating
3.1 Could the project be located in areas that are considered to have archaeological (prehistoric), paleontological, historical, cultural, artistic, and religious values or contains features considered as critical cultural heritage?	No			Low
3.2 Could the project directly or indirectly affect indigenous peoples' rights, lands, natural resources, territories, livelihoods, knowledge, social fabric, traditions, governance systems, and culture or heritage (tangible and intangible)?	Yes	Almost certain	Minor Minor impact to indigenous population. No damage to/or loss of access to indigenous land, assets, resources, and/or cultural heritage.	Moderate

Environmental and Social Safeguards				
3.3 Could the project involve or lead to significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No			Low
3.4 Could the project involve or lead to adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No			Low
3.5 Could the project involve or lead to alterations to landscapes and natural features with cultural significance?	No			Low
3.6 Could the project involve or lead to utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No			Low
indigenous peoples	Yes/No	Likelihood	Consequence	Risk Rating
4.1 Could the project be sited in areas where indigenous peoples are present (including the project area of influence)?	Yes	Almost certain	Minor The project is not sited in an area where indigenous people are present, but associated facilities may impact on indigenous people.	Moderate
4.2 Could the project result in activities located on lands and territories claimed by indigenous peoples?	Yes	Almost certain	Minor The project is sited in an area that was previously used by indigenous people, but no claim has been made on the land.	Moderate
4.3 Could the project result in impacts on the rights of indigenous peoples or to the lands, territories and resources claimed by them?	No			Low
4.4 Could the project result in the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No			Low
4.5 Could the project lead to impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	Yes	Possible	Moderate The project would be more profitable if it had a commercial component, but this is not necessary.	Moderate
Labour and Working Conditions	Yes/No	Likelihood	Consequence	Risk Rating
5.1 Could the project operate in sectors or value chains that are characterized by working conditions that do not meet national labour laws or international commitments? (Note: this may include discriminatory practices, high gender inequality and the lack of equal opportunities, denial of freedom of association and collective bargaining, labour migrants)	No			Low
5.2 Could the project use or operate in a value chain where there have been reports of forced labour? (Note: Risks of forced labour may be increased for projects located in remote places or where the status of migrant workers is uncertain)	No			Low

Environmental and Social Safeguards				
5.3 Could the project involve children (a) below the nationally-defined minimum employment age (usually 15 years old) or (b) above the nationally-defined minimum employment age but below the age of 18 in supported activities or in value chains?	No			Low
5.4 Could the project: (a) operate in a sector, area or value chain where producers and other agricultural workers are typically exposed to significant occupational and safety risks, and/or (b) promote or use technologies or practices that pose occupational safety and health (OSH) risks for farmers, other rural workers or rural populations in general? (Note: OSH risks in agriculture might include: dangerous machinery and tools; hazardous chemicals; toxic or allergenic agents; carcinogenic substances or agents; parasitic diseases; transmissible animal diseases; confined spaces; ergonomic hazards; extreme temperatures; and contact with dangerous and poisonous animals, reptiles and insects. Psychosocial hazards might include violence and harassment.)	No			Low
Community Health, Safety and Security	Yes/No	Likelihood	Consequence	Risk Rating
6.1 Could the project be at risk from water-borne or other vector-borne diseases (e.g. temporary breeding habitats), and/or communicable and non-communicable diseases?	Yes	Possible	Minor The project is situated in an area where negative impacts from water-borne or other vector-borne diseases, or communicable/non-communicable diseases are possible, but where there is no evidence of past impact, and where containment of these impacts would be effective if problems emerged.	Moderate
6.2 Could the project lead to unintended negative impacts on nutrition?	No			Low
6.3 Is there a possibility of harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	No			Low
6.4 Could the project involve or lead to the construction or rehabilitation of dams?	Yes	Almost certain	Minor The project involves the rehabilitation of dam(s) and/or reservoir(s) meeting at least one of the following criteria: - less than 10 metre high wall; - less than 300m long crest; or - less than 1 million m3 reservoir capacity.	Moderate
6.5 Could the project involve or lead to transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No			Low

Environmental and Social Safeguards				
6.6 Could the project lead to adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	No			Low
6.7 Could the project lead to the potential for gender-based violence, including sexual harassment, exploitation and abuse, as a result of labour influx, land redistribution, or other actions that alter community dynamics?	Yes	Possible	Minor Minor changes to community dynamics. Resulting serious recorded cases of gender-based violence and/or sexual exploitation. Gender-based violence protocols in place.	Moderate
6.8 Could the project lead to increases in traffic or alteration in traffic flow?	No			Low
6.9 Could the project lead to an influx of project workers?	No			Low
6.10 Could the project involve or lead to the engagement of security personnel to protect facilities and property or to support project activities?	No			Low
Physical and economic resettlement	Yes/No	Likelihood	Consequence	Risk Rating
7.1 Could the project result in temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No			Low
7.2 Could the project result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No			Low
7.3 Could the project present a risk of forced evictions?	No			Low
7.4 Could the project result in impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	Yes	Likely	Minor The project will result in minor impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights. Legal recourse and other forms of arbitration/conflict resolution are available.	Moderate
Financial intermediaries and direct investments	Yes/No	Likelihood	Consequence	Risk Rating
8.1 Could the investment be granted to an institution that does not have an environmental and social policies and an associated environmental and social management system (ESMS) in place (transparent, publicly available)?	No			Low
8.2 Could the investment be granted to an institution with insufficient capacities (i.e. unqualified personnel e.g. ES Officer) to implement the ESMS?	No			Low
8.3 Could the investment be granted to an institution that does not have an Exclusion List?	No			Low

Environmental and Social Safeguards				
8.4 According to the institution's portfolio classification: Could the institution have potential high-risk projects in their portfolio?	No			Low
8.5 Is there evidence that the institution does not comply with the local legal framework?	No			Low
8.6 Does the institution provide a stable communication channel with stakeholders and local communities (e.g. a Grievance Redress Mechanism)?	No			Low
8.7 Does the organization provide auxiliary or capacity building support services.	No			Low

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex: Pim Annex 2 Prodesa Log Frame

Mission Dates: 12/08/2024 30/08/2024

Document Date: 16/04/2025

Project No. 2000003951

Report No. 7128-AO

East and Southern Africa Division
Programme Management Department

Logical Framework

Results Hierarchy	Indicators				Means of Verification			Assumptions			
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility				
Outreach	CI 1: Persons receiving services promoted or supported by the project				Project M&E System	Semi-annual	Project M&E Unit	Governmental implementation capacities are strengthened throughout the project. Governmental rural development policies are oriented towards poverty reduction and support the regional agricultural development.			
	Males (Number)	0	24088	48175							
	Females (Number)	0	24088	48175							
	Young (Number)	0	14453	28905							
	Persons with disabilities	0	2409	4818							
	Total number of persons receiving services (Number)				0	48175	96350				
	CI 1.a: Corresponding number of households reached				Project M&E system	Semi-annual	Project M&E Unit				
	Households (Number)	0	48175	96350							
	CI 1.b: Estimated corresponding total number of households members				Project M&E system	Semi-annual	Project M&E Unit				
	Household members (Number)							0	231240	462480	
	Project Goal	Multidimensional Poverty Index (MPI) reduced				Impact Survey - Alkire Foster Method	Baseline, Mid-Term, and End of Project	Project M&E Unit / Independent consultancy firm	Continuity of public policies and programs that support rural poverty reduction. Absence of major economic disruptions.		
Contribute to reducing multidimensional poverty among rural population in the east and South of Angola	MPI - Percentage of multi-dimensional poor people among targeted households (% of tot regional population)				76%					70%	65%
Development Objective	Households reporting an increase of at least 20% in their resilience index				Resilience Design and Monitoring Tool	Baseline, Mid-Term, and End of Project	Project M&E Unit / Independent	Policies and incentives favour sustainable agricultural practices. The economic crisis shows improvement.			
	Households (Number)								0	28905	48175
	Households reporting an increase in incomes				Project M&E System / Survey reports	Baseline, Mid-Term, and End of Project	Project M&E Unit / Independent consultancy firm				
	Households - Number								0	38540	77080
	Households - %								0	40%	80%
	Males (Number)								0	19270	38540
	Female (Number)								0	19270	38540
Young (Number)				0	11562	23124					
Outcome 1	CI 3.2.2: Households reporting adoption of environmentally sustainable and climate- resilient technologies and				Outcome (COI) / Impact Survey	Baseline, Mid-Term, and End of Project	Project M&E Unit / Independent consultancy firm	Policies and incentives favour resilient agricultural practices. Dry spells and precipitations remain in the current variability range. Target population willingness to own and adopt supported production and nutrition interventions			
	Households (Number)								0	28905	48175
	Households (%)								0%	30%	50%
	Household members (Number)								0	138744	231240
	CI 1.2.2: Households reporting adoption of new/improved inputs, technologies or practices				Outcome (COI) / Impact Survey	Baseline, Mid-Term, and End of Project	Project M&E Unit / Independent consultancy firm				
	Households								0	10733	42930
	Households (%)								0%	45%	90%
	Total number of household members								0	51516	206064
	CI 1.2.3: Households reporting reduced water shortage vis-à-vis production needs				Outcome (COI) / Impact Survey	Baseline, Mid-Term, and End of Project	Project M&E Unit / Independent consultancy firm				
	Households (Number)								0	0	37206
	Households (%)								0%	0%	78%
	Total number of household members (Number)								0	0	178589
	CI 1.2.4: Households reporting an increase in production				Outcome (COI) / Impact Survey	Baseline, Mid-Term, and End of Project	Project M&E Unit / Independent consultancy firm				
	Household (Number)								0	16695	33390
	Households (%)								0%	35%	70%
	Households members (Number)								0	80136	160272
CI 1.2.8: Percentage of women reporting minimum dietary diversity (MDDW)				Outcome (COI) / Impact Survey							
Women (%)							0%	40%	50%		

	Women (Number)	0	19270	24088		Baseline, Mid-Term, and End of Project	Project M&E Unit / Independent consultancy firm	
	Households (%)	0%	40%	50%				
	Households (Number)	0	38540	48175				
	Household members (Number)	0	184992	231240				
	Women-headed households (Number)	0	19270	24088				
Output	Number of Communities resilience project action plans (CRPAP) developed				Project M&E system	Annual	Project M&E Unit	Active community participation and ownership
1.1 Community resilience plans	Communities (Number)	0	310	310				
developed	Households (Number)	0	93000	93000				
	CI 3.1.1: Groups supported to sustainably manage natural resources and climate- related risks				Project M&E system	Annual	PMU	
	Total number of people in the groups	0	357	715				
	Females (Number)	0	179	357				
	Males (Number)	0	179	357				
	Young (Number)	0	107	214				
	San People (Number)	0	357	715				
Output	Governmmnet employed staff trained in project related fileds							
1.2 Technical training using	Staff trained in FFS methology - Number	0	98	98	Project M&E system	Annual	Project M&E Unit	Good synergies are established between State level rural advisory services and FFS/APFS.
Agropastoral/Farmer fields schools	Staff trained in Nutrition - Number	0	98	98				
for increased production, resilience	Staff trained in GALS - Number	0	31	31				
and nutrition	Total staff trained - Number	0	65	129				
	Farmer Field Schols and Agro-pastoral Field Schools (FFS/APFS) Established				Project M&E System	Annual	Project M&E Unit	
	FFS - Number	0	775	1550				
	APFS - Number	0	20	40				
	Total - Number	0	795	1590				
	FFS graduated into cooperatives ready for commercial farming - Number				Project M&E System	Annual	Project M&E Unit	
	FFS - Number	0	54	543				
	CI 1.1.4: Persons trained in production practices and/or technologies				Project M&E system	Annual	Project M&E Unit	
	Men trained in livestock (Number)	0	300	600				
	Women trained in livestock (Number)	0	300	600				
	Young people trained in livestock (Number)	0	180	360				
	Total persons trained in livestock (Number)	0	600	1200				
	Men trained in crop (Number)	0	11625	23250				
	Women trained in crop (Number)	0	11625	23250				
	Young people trained in crop (Number)	0	6975	13950				
	Persons with disabilities	0	1163	2325				
	Total persons trained in crop (Number)	0	23250	46500				
	Total number of attendances to training sessions (FFS / APFS) (Number)	0	23850	47700				
	CI 1.1.3: Rural producers accessing production inputs and/or technological packages				Project M&E system	Annual	Project M&E Unit	
	Total rural producers	0	23850	47700				
	Male	0	11925	23850				
	Female	0	11925	23850				
	Young	0	7155	14310				
	Indigenous people	0	600	1200				

	CI 1.1.2: Farmland under water-related infrastructure constructed/rehabilitated				Project M&E System	Annual	Project M&E Unit		
	Hectares of land		0	2152					4304
	CI 1.1.8: Households provided with targeted support to improve their nutrition								
	Total persons participating (Number)		0	48175					96350
	Male (Number)		0	24088					48175
	Female (Number)		0	24088					48175
	Young (Number)		0	14453					28905
	People with Disabilities		0	2409					4818
	Households (Number)		0	48175					96350
Household members benefitted (Number)		0	231240	462480					
Output 1.3 Land access and ownership by San nomadic groups, and indigenous knowledge integration within modern forest conservation practices facilitated.	CI 1.1.1: Beneficiaries gaining increased secure access to land				Outcome (COI) / Impact Survey	Baseline, Mid-Term, and End of Project	Project M&E Unit / Independent consultancy firm	Policy instruments favor IPs land access and ownership	
	Total persons		0	357					715
	Males		0	179					357
	Females		0	179					357
	Young		0	107					214
Outcome 2	CI 2.2.6: Households reporting improved physical access to markets, processing and storage facilities				Outcome (COI) /	Baseline, Mid-Term,	Project M&E Unit	Availability of technical capacity and	
Improved connectivity and access to markets	Households reporting improved physical access to markets		0	6375	12750	Impact Survey	and End of Project	Independent consultancy firm	ability to engage TA. Active participation of women and young people
	Households reporting improved physical access to markets (%) - Percentage		0	25%	50%				
	Size of Households (number of people)		0	30600	61200				
	Households reporting improved physical access to storage facilities		0	1750	3500				
	Households reporting improved physical access to storage facilities (%) - Percentage		0	35%	70%				
	Size of Households (number of people)		0	8400	16800				
	Households reporting improved physical access to processing facilities		0	1650	3300				
	Households reporting improved physical access to processing facilities (%) - Percentage		0	33%	66%				
	Size of Households (number of people)		0	7920	15840				
	CI 2.2.2: Supported rural enterprises reporting an increase in profit				Outcome (COI) / Impact Survey	Baseline, Mid-Term, and End of Project	Project M&E Unit / Independent consultancy firm		
	Number of enterprises		0	125					251
	Percentage of enterprises		0%	20%					40%
	CI 2.2.5: Rural producers' organizations reporting an increase in sales				Outcome (COI) / Impact Survey	Baseline, Mid-Term, and End of Project	Project M&E Unit / Independent consultancy firm	Effective implementaion of Busienss Development services	
	Number of Rural POs		0	44					439
	Total number of POs members		0	878					8780
	Women PO members		0	439					4390
	Men PO members		0	439					4390
	Young PO member		0	263					2634
	Persons with disabilities PO members		0	44					439
	Cooperatives supported in component 2 accessing credit				Project M&E System / Survey reports	Baseline, Mid-Term, and End of Project	Project M&E Unit / Independent consultancy firm	Apetite by financial institutions to provide credit exit	
	Cooperatives - Number		0	314					627
	Members of coppoperatives - Number		0	6270					12540
	CI 2.2.1 Persons with new jobs/employment opportunities								

	Total number of persons with new jobs/employment opportunities	0	1568	3135	Outcome (COI) / Impact Survey	Baseline, Mid-Term, and End of Project	Project M&E Unit / Independent consultancy firm	Supported cooperatives are able to present convincing BPs for financing and provide employment opportunities. At least 5 employment opportunities are created by each cooperatives
	Males Males	0	784	1568				
	Females Females	0	784	1568				
	Young Young people	0	470	941				
Output 2.1 Structured supply chain linked to markets	CI 2.1.2: Persons trained in income-generating activities or business management				Project M&E system	Annual	Project M&E Unit	Successfull implementation of component 1.
	Persons trained in IGAs or BM	0	7840	15680				
	Males	0	3920	7840				
	Females	0	3920	7840				
	Young	0	2352	4704				
Output 2.2 Improved market-access infrastructure	CI 2.1.5: Roads constructed, rehabilitated or upgraded				Project M&E system	Annual	Project M&E Unit	Communities support the infrastructure rehabilitation. Thefts and damages to infrastructure are limited to low levels.
	Length of roads (km)	0	250	500				
	Bridges (Number)	0	25	50				
Outcome 3 Institutional Strengthening, Policy Support and Implementation Support Services	Policy 3: Existing/new laws, regulations, policies or strategies proposed to policy makers for approval, ratification or a				Outcome (COI) / Impact Survey	Baseline, Mid-Term, and End of Project	Project M&E Unit / Independent	Sustained policy focus on economic diversification, agriculture and rural development
	Laws,policies, startegies, regulations (Number)	0	1	1				
	SF 2.1: Households satisfied with project-supported services				Outcome (COI) / Impact Survey	Baseline, Mid-Term, and End of Project	Project M&E Unit / Independent consultancy firm	
	Household	0	28905	57810				
	household (%)	0%	30%	60%				
	Household members	0	138744	277488				
	SF 2.2: Households reporting they can influence decision-making of local authorities and project-supported service p				Outcome (COI) / Impact Survey	Baseline, Mid-Term, and End of Project	Project M&E Unit / Independent consultancy firm	
	Household	0	28905	57810				
	household (%)	0%	30%	60%				
	Household members	0	138744	277488				
Output 3.1 Agricultural sector policy supported and knowledge products promoted	Policy 1: Policy-relevant knowledge products completed				Project M&E system	Annual	Project M&E Unit	Availability of institutional capacity
	Knowledge products (Number)	0	2	3				

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex: Drm Prodesa Pdt Responses To Review Note And Dem Response February 2025

Mission Dates: 12/08/2024 30/08/2024

Document Date: 16/04/2025

Project No. 2000003951

Report No. 7128-AO

East and Southern Africa Division
Programme Management Department

DRM REVIEW

DRM Review Note¹

DRM Date: 4 February 2025

Country: Angola

Project Name: Sustainable Development for Subsistence Family Farmers Program (PRODESA)
(GRIPS ID: [2000003951](#))

Background

1. The DRM is invited to consider the Project Design Report (PDR) for the Sustainable Development for Subsistence Family Farmers Program planned for submission to the Executive Board in April 2025. The project was approved for entry into pipeline at the OSC held on 23 July 2024, categorized as Track 1.

2. PRODESA's goal is "is to contribute to the reduction of multidimensional poverty among the rural population in southern and eastern Angola". The Project Development Objective (PDO) is to 'Improve the nutrition and incomes of family farmers and ethnic minority groups in southern and eastern Angola, while increasing their resilience to climate change, commercialization of their products and other shocks and stressors'. This will be achieved through three components implemented in five provinces: i) Resilient Agricultural Farming and Livelihood Systems; ii) Improved Connectivity and Access to Markets; iii) Institutional Strengthening, Policy Support and Implementation Support Services. The project has an expected outreach of 96,350 households in Phase 1.

3. A Technical Review Meeting took place before submission of the PDR package and a compliance note was provided by the PDT. Comments to the PDR were received from FMD, ECG, PMI, OPU/SECAP and the DCO peer reviewer. The following comments and suggestions are outlined below, following the DEM+ headings under QAS's responsibility.

Overall assessment

4. QAS appreciates the technically solid design set out by the Project Delivery Team (PDT). PRODESA addresses in a comprehensive manner the development challenges faced by the target groups including women, youth, and Indigenous people. The project is designed with clear linkages between the components while synergies with other projects (IFAD's and other donor funded) are considered. The recommendations from the OSC have been addressed sufficiently. The overall quality at entry is assessed as moderately satisfactory (4) based on the ratings provided by QAG, the DCO peer reviewer, OPU/SECAP, PMI, ECG and FMD.

5. QAG's main comments are focused on the project scope and its potential complexity, given the number of institutions and implementing partners involved, and potential coordination challenges. The Project Implementation Manual (PIM) helps clarify much of the activity detail but there are still some clarifications recommended when finalizing the PDR. Project duration and costs should be clarified as there are some inconsistencies in the PDR and annexes. Finally, the targeting strategy could be improved with a clearer definition of the link between the different categories of beneficiaries and the planned strategy and incentives for private sector to engage with the target groups.

¹ Prepared by Luisa Migliaccio, QAS.

Effectiveness

6. The project's development objective is clear and the proposed interventions are linked to the development challenges with relevant activities.

Complexity: Despite the "Need for Project Design Simplicity" stated in the PDR, the proposed project is technically ambitious, with six sub-components aiming to deliver on 8 different workstreams. Coordination and procurement of TA and numerous service providers under each sub-component are a potential challenge, considering institutional capacity. The PIM would benefit from a clearer work plan including sequencing of activities to mitigate the above challenges.

PDT response:

The PDT agrees that the project is complex because of its vast geographical coverage requested by the government with significant variations in agroecosystems, production and market systems, and institutional capacities which is why the PDT developed the five farming and market system typologies to guide the design. As such, using the MAP approach the design considers the current capacities both at production, market and institutional levels and not all subcomponents will be rolled out in all geographical areas and different implementation modalities have been considered in the different provinces adjusted to their capacities. The PDT has developed an overview table showing the sequencing of the subcomponents and the workstreams and their role out in geographical areas and insert it in the PDR and the PIM at the beginning of the component description before the final QAG review. This will support the central PMU and the provincial project implementation units (PPIU) in managing this complexity when developing and implementing their AWPB. The overview table also facilitates IFAD's implementation support and supervision of the progress in rolling out the project.

Private sector: The PDR states that PRODESA aims to engage various public institutions, private sector players, NGOs, and community groups from the onset to develop effective value chain engagement. The document could be enhanced by indicating the incentives for the private sector to engage with the target groups, as well as a plan showing the sequencing and timeline for the engagement of the private sector. It would be useful to include experience (IFAD and/or other programs) with the private sector engagement in the lessons learnt.

PDT response:

The private sector will engage directly with the project (see linkages of FADA, FGC, etc. In working closely with PRODESA to finance FOs) and with the beneficiaries (e.g. as offtakers, for which agreements will be established and facilitated through targeted TA from the project). The project is designed to engage private sector from the outset, and many activities are designed to ensure that private sector is able to take up a core role with the project beneficiaries in the first years of the project. This can be seen through the linkages with funds such as FADA and FGC, that should become the main source of future financing for the project beneficiaries – and in the TA that the project will support FOs, ensuring they build structured market relations with private sector operators at various levels (both upstream and downstream, including anchor farms, MSMEs, etc.). In the specific case of financial institutions, the project will be working directly with them to ensure a close collaboration with the project team, and a steady flow of proposals from the project beneficiaries that have matured plans that are viable for the financing windows of these partners institutions.

Project duration. Based on the MAP approach, PRODESA is estimated to start in mid-2025. However, the project duration needs to be clarified as there are inconsistencies in the PDR (e.g. eight years in Annex 3 and eleven years in section 2.6 of the Main Report).

PDT response:

The inconsistency has been corrected. The program duration is eleven years.

Costs and cost allocation. Financing sources and project costs should be reviewed to reconcile inconsistencies across the main report and annexes. As regards the budget allocation, more than half of PRODESA's budget for Phase 1 is allocated to consultancies, and sixteen percent to recurrent costs. Only eight percent is allocated for Works and only 5 percent to Grants and Subsidies. Overall, capacity building is the core activity of the project, with a low budget allocated to investment categories. This may pose potential challenges for the achievement and sustainability of the development objective.

PDT response:

Any inconsistencies between documents have been reconciled. Regarding the budget allocation, 43% of the consultancies category concerns the training through farmer field schools (FFS) in sub-component 1.2 and 38% concerns the development of business management and development capacities, including the management of the co-financing mechanisms in sub-component 2.1. Hence, capacity building is the core activity in the project's first phase as this is the most critical intervention in the target areas. The FFSs approach has proven to be the most effective method for building the much needed production knowledge, including the capacity of establishing and managing a cooperative able to invest in upgrading their production technologies, value addition and commercialisation. Without this solid foundation, further investments risk being unsustainable, as demonstrated in other projects. Moreover, PRODESA will support graduation of FSs into cooperatives and associations with small, hard investments. These are not only under Works but, for their nature, they also fall under the 'goods' expenditure category (e.g. community-managed seed banks, structures and equipment for soil conservation). The latter category amounts to 4.6% of the budget and it primarily relates to sub-component 1.2. In addition, it is highly likely that most of the financing under Grants and Subsidies will be used to do hard investments such as shade nets. As a result, approximately 18% of the budget of the first phase will be in hard investments (this percentage may change as the Costab is currently being revised accommodating the extra allocation of IFAD PBAS resources and including allocating slightly more funds for hard investments). Given the current situation in the target areas, this cautious approach is essential to build the necessary capacity for sustainable profits from the investments and to pave the way for larger and more substantial investments involving also financing from loans and credits.

EFA. The yield increase assumptions for the outcomes of the project appear somewhat optimistic. For example, the maize yield for Luanda Norte and Luanda Sul is assumed to triple despite a target area indicated to have limited experience with farming.

PDT response:

The assumptions regarding the yield increase are based on data provided by the Institute for Agricultural Development (IDA), those collected during the PRODESA design mission and those achieved in similar projects in Angola financed by IFAD and the World Bank. For instance, the 2023 Implementation Completion and Results Report for the Smallholder Agriculture Development and Commercialization Project (MOSAP II) in Angola of the World Bank states that the achieved yield for maize is 1,690 Kg/ha against the baseline yield of 570 Kg/ha thanks to the same methodology that will be used by PRODESA, that is improved practices introduced through farmer field school (FFS). The project was implemented in the provinces of Bié (also a target area for PRODESA), Huambo, and Malanje (a province bordering both Luanda Norte and Luanda Sul) for a number of years similar to PRODESA. These data confirm the data provided by IDA extensionists and FFS-trained farmers which have been used in the EFA for Lunda Norte and Lunda Sul (yield in absence of the project: 500 Kg/ha, yield with the project: 1,500 Kg/ha). Although farming in Lunda Norte and Lunda Sul is

somewhat limited compared to other target areas, it is still practiced, with maize being the most cultivated cereal by smallholder farmers in both provinces according to the Angolan National Institute of Statistics.² More generally, the significant yield increases used in the EFA to be achieved thanks to the FFSs have been repeatedly highlighted in the supervision reports and mid-term review of the IFAD Smallholder Agriculture Development and Commercialization Project in Cuanza Sul and Huila Provinces (e.g. 'The farmers indicated that the production had increased by about 2 to 3 times of original production before the introduction of FFS', page 17 of the 2022 mid-term review report).³

Institutional aspects and implementation arrangements

7. The proposed implementation arrangements seem complex, with many different institutions involved at the central, provincial and municipal levels. The Project Management Unit (PMU) staff will manage project implementation, while technical expertise will be ensured through TA rather than staff. Five Provincial Project Implementation Units (PPIUs) will be established, one in each province. Municipality Level Coordination will involve engaging Municipality Administrators. National and Provincial Project Steering Committees will also be established. Several service providers will be recruited under all sub-components. This articulated set-up will require strong coordination capacity. Only the Project Manager will be recruited on a competitive basis. This is a matter of concern considering that the project is aiming to advance the agriculture sector in provinces where "IDA/EDA has no or very limited experience with international financed projects". As a mitigation measure, it is important to include ToRs for PMU staff and templates of contracts in the PIM.

PDT response:

Thank you for your valuable comment. We have included Terms of Reference (ToRs) for PMU staff and templates of contracts in the Project Implementation Manual (PIM). This inclusive setup, rather than being merely complex, ensures that various stakeholders at different levels are actively involved, promoting a comprehensive and collaborative approach to project implementation. This will also support the creation of the crucial ownership of project approaches and outcomes at provincial and municipal level for the project's sustainability and exit strategy. We acknowledge that this articulated structure will require strong coordination capacity. While the Project Manager will be recruited on a competitive basis, it is equally important that other key PMU staff, including the Team Leaders at the provincial level (equivalent to Area Project Managers), who will be working with the Provincial Head of IDA, are also recruited competitively to ensure effective management and successful project outcomes. While the project will support the capacity building and institutional strengthening of IDA/EDA, the design does also identify the need to contract service providers for key project activities in order not to hold up project implementation while capacities are still not up to the task. The IDA/EDA collaboration with these service providers will bring in new expertise and contribute to capacity strengthening of the same IDA/EDA staff working alongside the service providers.

Targeting and target group engagement, including women and youth

² ^[1] See Instituto Nacional de Estatística, *Relatório dos Resultados das Explorações Agropecuárias, Piscatórias e Aquícolas Familiares, Volume III, Setembro 2022*, <https://www.ine.gov.ao/publicacoes/detalhes/MTAyODQ%3D>.

³ <https://www.ifad.org/documents/48415603/49457011/Angola+2000001142+SADCP-CH-SAMAP+Interim+Mid-term+Review+Report+July+2022.pdf/3835fa20-8dd9-5cf5-e24b-4641b0bd4936?t=1726606439788>

8. The target groups and targeting strategy/approach are well described using the Multiphase Adaptive Programme (MAP) phased approach. The PDR would benefit from a better definition of the link between the different categories of beneficiaries (most vulnerable, small-scale farmers with low productivity, MSEs).

PDT response:

Text has been added in section 2.2 *targeting strategy* in the PDR explaining the link between the three different categories of beneficiaries, accepting that the specific target group of SC1.3, the San peoples belonging to C1, might be much less part of this integration and linkage between the three groups, depending on their self-determined path adjusted to their way of life. The inserted text for each group now explains:

C1: "Component 1 activities will include approaches targeted to the different needs of the different groups in C1 to make sure they are included in the activities offered by the project using a graduation approach and supporting their ability to organise into a formal group or to integrate into the groups created and/or driven by the C2. This approach will be continued in component 2 activities making sure that when moving the more mature producer groups (with members from C1 but typically driven by members from C2) into associations, cooperatives and SMEs (C3) and supporting them in improved value addition and engagement with value chains and markets, they will keep inclusive of people from C1"

C2: "Component 1 will support members of C2 in strengthening their production capacities and organising into cooperatives managing caxiers comunitarios and, small economic interest groups, inclusive of and working alongside with members of C1. When these cooperatives and interest groups have become mature (turned into members of C3), Component 2 will support them in ~~to~~ accessing small grants and credits for small investments to develop and/or strengthen their production and access to markets engaging in a growth path."

C3: "The component 2 will support these local economic actors (C3) formalization, business management and development, access to credit and strengthening their roles as driving actors in local supply chains as ~~of~~ suppliers, aggregators and sellers/traders developing inclusive and equitable business relationships with the C.1 and C.2."

Knowledge Management (KM) and Policy engagement

9. Given the nature of project objectives, target group and components, KM and lesson learning are critical parts of project design and implementation. The KM approach described in the PDR would benefit from more detail on how project learnings will be captured and disseminated, taking into account context specific factors in Angola such as: 1) Project beneficiaries and the majority of project implementation staff are Portuguese-speaking. Therefore, the project requires the human capacity and financial resources to translate, disseminate, and manage knowledge activities and events; 2) evidence from the ongoing portfolio indicate that KM is not well institutionalized or well understood by project staff and line Ministries and agencies. This therefore requires strong leadership from project management during implementation.

PDT response:

A KM officer will be included in the PMU. KM will be integrated with M&E facilitating the process of communication. A dedicated budget to KM activities is allocated to cover KM concerns. During project implementation there is no doubt, that KM will require support and close follow up by IFAD working closely with the KM officer, to make sure the budgeted resources for KM activities will be used effectively.

Sustainability, exit strategy and scaling-up

10. A brief section on exit strategy is included in Annex 11 Pathways for scaling interventions should be clarified, along with financial sustainability measures, and a clear plan for transitioning responsibilities to local institutions post-project.

PDT response:

A clarification on how lessons learned from Phase 1 and on how local public and private actors will retain ownership of the project activities has been added in Annex 11. It strengthens the uptake and scaling of achieved results under Phase 1 with regards to institutional and business development, supported by market drivers such as commercial linkages and financing.

Readiness, including PIM and start-up plans

11. The terms of reference for the Project Steering Committee, along with the TOR and implementation responsibilities of the project staff, consultants, and service providers, need to be developed and incorporated into the PIM. A separate FM Manual was prepared and should also be included. A start-up advance of US\$ 500,00 has been included for start-up activities. A 2025 zero draft AWPB for \$4.422 m. is included in Annex 6. The PDT may wish to consider downsizing the prospective implementation activities, considering that the program will be launched at mid-year, and most of 2025 will probably be used for preparation (rather than implementation).

PDT response:

Noted. All draft ToRs have been developed and included in the PIM plus the FM manual. The Costab has been revised and consequently the 2025 AWPB.

Conclusion and recommendations

12. The project design is highly relevant for Angola. Therefore, it is recommended that the points highlighted in this review and the DEM+ be taken into consideration as the design is finalized. QAG highlights the following areas for further consideration:

- i) The PDR could better highlight the implementation arrangement challenges and mitigation measures, based on a more realistic description and analysis of lessons learnt; in particular, the issues faced by SREP in respect of project management and implementation delays including delays in the implementation of FFSs.
- ii) Enhance the PIM by including ToRs for project staff (PMU and PPIU), TA and service providers and include the missing FM and procurement sections.
- iii) Enhance the targeting strategy with a clearer definition of the link between the different categories of beneficiaries (most vulnerable, small-scale farmers with low productivity, MSEs); clarify the planned incentives for the private sector to engage with the target groups.
- iv) Overall project duration and costs to be clarified and PDR inconsistencies reconciled, including cost tables.

Additional comments

13. The overall design document should be edited to reconcile inconsistencies and avoid repetition.

PDT response: Noted, will do

Revised Development Effectiveness Matrix plus (DEM+)

	Rating at DRM	Reviewer Comments	PDT Responses
QAG and Peer Review	Rating (1-6)		
1. Relevance of the design and theory of change	4	QAS The design document provides a clear description of the project's alignment to national strategies (both on agricultural development and transversal ones, eg on climate change). Alignment to planned results set out in the COSOP as well as to SDGs 1 and 2 are also clearly outlined in the PDR. Project objectives contribute to IFAD's Strategic Framework. Alignment with UNSCDF/UNDAF is not mentioned. PRODESA's alignment and complementarity to ongoing IFAD projects is mentioned in the PDR. However, the PDR could better outline the status of the ongoing projects, including SREP's partial cancellation, and how this affects complementarity with and role of PRODESA. The PDR makes generic reference to "collaboration with partners. The PDR would benefit from further details about the intended collaboration framework with these institutions and including AfDB (which is no longer a co-financier as planned at OSC). Theory of change: The ToC would benefit from better alignment with the Logframe. For example, Outcome 1 of the ToC mentions climate adaptation, which is not mentioned in the Logframe's Outcome 1; Logframe's outcome 1 mentions livestock which is not mentioned in the ToC. All Logframe's Outcomes must be specific and measurable. Logframe Outcome 2.2.5 should specify the minimum percentage of increase in sales to make the outcome meaningfully measurable. Outputs also need better alignment, eg output 1.3 of the ToC does not seem to be in the Logframe. Assumptions are not specified in the ToC diagram. Only one assumption is mentioned in the ToC's text. The PDR could be revised to expand the assumptions behind the pathway from inputs to impact and include them in the ToC diagram. One important assumption is the	Comment well noted, the alignment with the UNSCDF/UNDAF has been included in the PDR before the final QAG desk review The status of SREP has been included in section <i>1.4 Portfolio and lessons learned</i> in the revised PDR. This section also describes PRODESA's incorporation of lessons learned from SREP regarding: FFS as the only functioning activity from year 1 in SREP despite the implementation challenges the project otherwise was struggling with; the importance of ensuring linkage and a clear logic between all project activities which was not well articulated in the SREP PDR; the importance of participatory community planning processes which were included in the SREP PDR but only picked up late in the project implementation. This causing the PMU to have little understanding of the communities' real needs as a key entrance point for investment planning (including roads and water infrastructures). Text has been added to the section <i>1.4 Strategic alignment</i> in the PDR on the collaboration with other partners investing in the same provinces as PRODESA including the collaboration with the World Bank, AFD and AfDB providing parallel financing The inconsistencies in the ORMS Logframe are well noted, and they have been addressed in the Offline Excel version of the Logframe. The ORMS Logframe has been updated after the DRM Alignment between the Logframe and the ToC: Outcome 1: More inclusive, diverse, resilient and increased agricultural production and productivity adapted to climate variability Output 1.3: Land access and user rights by the San nomadic groups facilitated, and indigenous knowledge integrated within modern practices for forest conservation.

	Implementing Agency's capacity and willingness to adopt the implementation arrangements described in the PDR. <u>DCO peer review</u> Project well aligned with COSOP, relevant SDGs, the national context including relevant national policies and strategies, the provinces context, and ongoing IFAD projects and devt partners' programmes. Could mention alignment with UNSCDF. Clearly identify the development challenges facing smallholder farmers and other target groups and intervention is tailored to differentiated challenges/contexts in provinces. Pathways from increased production and investment and market capacities through to increased incomes, food and nutrition security and resilience, and ultimately reduced poverty well developed, with coherent ToC. Nutrition pathways could be better spelled out in section 2.1 (but they are present in section 2.3). <u>PMI</u> PRODESA is a generally well-designed project. PRODESA has a differentiated approach for supporting smallholders in the face of climate change, recognising the diversity of Angola's agroecological zones. The measures and activities foreseen for the first phase, and the design principles laid out for the second phase, are appropriate. <u>ECG</u> Alignment: PRODESA is aligned with Angola's National Development Plan (NDP) and the Medium-Term Development Plan for the Agrarian Sector (PDMPSA), emphasizing economic diversification through agriculture. It also supports Angola's climate commitments under the National Adaptation Programme of Action (NAPA) and NDCs. However, its alignment with other sectoral policies and regulations —such as those addressing gender, youth, indigenous people, nutrition, and natural resources management; and the project's expected contributions to these policies are not discussed/mentioned. Additionally, the project's contributions to the SDGs, UNSDCF/UNSDF, and Angola's Long-Term Development Strategy (Angola 2050) are not mentioned. Although the current COSOP expires in 2024, PRODESA aligns with the new COSOP set to be approved in 2025. The new COSOP focuses on increasing production and marketing through improved access to resources, adoption of climate-resilient practices, promotion of sustainable agricultural value chains,	Logframe Outcome 2.2.5 The CI 2.2.5 being an IFAD COI indicator cannot be changed. While it would make sense to have a minimum percentage this is not foreseen in this COI indicator (please see IFAD COI guidelines). Nevertheless, during project implementation FFS logbooks and monitoring of the cooperatives and SMEs receiving grants will record sales figures to be able to give a more precise indication of sale increase. In the revised PDR section 2.1 refers to section 2.3 regarding details on the nutrition pathways Alignment with other policies and regulations as will as the UNSDCF/UNSDF has been provided in the revised PDR.

		enhancement of rural employment opportunities, and strengthening of institutional and community capacities to empower rural populations. The project meets the criteria for IFAD's multiphase approaches program (MAPs). It builds upon experiences and lessons learned from IFAD's portfolio in Angola, particularly the Smallholder Resilience Enhancement Project (SREP) and the Smallholder Agriculture and Commercialization Project in Cuanza Sul and Huíla Provinces (SADP-C&H-SAMAP). Theory of Change (ToC): the ToC is well articulated. PRODESA aims to support on women (50%) and youth (30%). However, the rationale provided in Section 1.5 (page 6) lacks sufficient emphasis on the key challenges faced by women and youth, as well as the root causes of these challenges. There is a need for an explicit justification on youth and women in the rationale. The text should also be aligned with the diagram in the annex, ensuring coherence between the goal, impacts, and pathways for gender, youth, and indigenous people (San people) empowerment. While the project is proposed as nutrition-sensitive, there is insufficient clarity about how nutrition is specifically addressed under Component 2 beyond the planned activities under Farmer Field Schools (FFS). The limited marketing and business planning skills are identified as challenges, but the link between bankable agribusiness initiatives and nutrition activities to enhance the social empowerment of women and youth is unclear and absent from the activities outlined in the ToC	The PDT is unclear if this comment should rather refer to the TOC section 2.1 and not the rational section 1.5 (the diagram in the annex we assume is the TOC diagram, which should be aligned with the TOC section 2.1). In any case, a sentence has been included on the challenges for women and youth in the revised PDR section 1.5. The more detailed description of the challenges and root causes can be found in section 2.4 under mainstreaming themes and will not be repeated in section 1.5. In the PDR revision before the final QAG desk review the TOC section and the diagram has been further revised to ensure mainstreaming pathways are clear. Nutrition is mostly addressed in component 1, but as explained in section 2.4 outlining the nutrition pathways the subcomponent 2.1 will provide support to cooperatives and SME engaging in products with high nutritional value that can be enhanced through conservation and processing techniques (e.g. processing of cereals into various products including fortified baby flour; processing or drying of vegetable garden products, fruits and other agricultural products locally produced. In the revised PD this has now also been highlighted in the subcomponent description section 2.5
2. Targeting and target group engagement, including women and youth	4	QAS The targeting strategy is well aligned to IFAD policies. The project design clearly describes the different 'typologies' of beneficiaries. The PIM includes detailed guidance for geographic and socio-economic targeting and selection criteria. Para 54 of the PDR states that for C3 categories (local economic actors including cooperatives and MSEs), targeting will be demand-driven. The PDR could better clarify the link between the different categories of beneficiaries (most vulnerable, small-scale farmers with low productivity, MSEs). <u>DCO peer review</u> Target groups and targeting strategy/approach very well detailed with phased approach through MAP, comprehensive geographic targeting from provinces to municipalities, farming and market systems typologies, categories of target groups, direct and self-targeting mechanisms, prioritization of value chains. Inclusive and participatory approach with activities deriving from community capacity building and planning processes and FFS methodologies which ensure experiential learning and tailored approach to different target groups/context. Approaches to women (including GALs), youth and vulnerable groups (esp. San	Text has been added in section 2.2 <i>targeting strategy</i> in the PDR explaining the link between the three different categories of beneficiaries, accepting that the specific target group of SC1.3, the San peoples belonging to C1, might be much less part of this integration and linkage between the three groups, depending on their self-determined path adjusted to their way of life. The inserted text for each group now explains: C1: "Component 1 activities will include approaches targeted to the different needs of the different groups in C1 to make sure they are included in the activities offered by the project using a graduation approach and supporting their ability to organise into a formal group or to integrate into the groups created and/or driven by the C2. This approach will be continued in component 2 activities making sure that when moving the more mature producer groups (with members from C1 but typically driven by members from C2) into associations, cooperatives and SMEs (C3) and supporting them in improved value addition and engagement with value chains and markets, they will keep inclusive of people from C1" C2: "Component 1 will support members of C2 in strengthening their production capacities and organising into cooperatives managing caxiers comunitarios and, small economic interest groups, inclusive of and working alongside with members of C1. When these cooperatives and interest groups have become mature (turned into members of C3), Component 2 will support them in ~~to~~ accessing small grants and credits for small investments to develop and/or strengthen their production and access to markets engaging in a growth path."

	groups) well designed. Comprehensive beneficiary engagement process, GRM and feedback loop. Output 1 (CRPAP) will benefit 93,000 HH, and about half of these (47,700 HH) will be engaged in Output 2/FFS. While PIM includes criteria for selection of communities to be targeted for CRPAP , it would benefit from more guidance on how to do intracommunity targeting/ prioritization to reach the subgroup of FFS beneficiaries. <u>PMI</u> Whereas the targeting of youth and women is well developed, the targeting of IPs lacks specifics (given the diversity of IPs in the country). <u>ECG</u> Geographic Target and Targeting Strategy: PRODESA’s geographic target and targeting strategy are clearly defined. The project focuses on five provinces, selected based on five priority criteria, and targets 31 municipalities out of 164 nationwide. However, it is unclear whether these 31 municipalities encompass all five provinces targeted by the project, and there appears to be some overlap between criterion (c) “level of current investment” and criterion (e) “lack of	C3: “The component 2 will support these local economic actors (C3) formalization, business management and development, access to credit and strengthening their roles as driving actors in local supply chains as suppliers, aggregators and sellers/traders developing inclusive and equitable business relationships with the C.1 and C.2.” The prioritisation of communities will be based on the characterization of production basins in each municipality providing data and maps that will enable the application of the community selection criteria as outlined in the PIM: “communes, villages or clusters of villages basins with high production potential for the project's support sectors (products with high market potential and/or nutrition value) and which concentrate a critical mass of poor households, young people and women and where there is a certain dynamic of development of agricultural activities (localities with more reliable water sources that can be mobilized and conducive to the development of mixed and nutrition sensitive farming, mainly vegetable and fruit gardening, nutritious field crops and agropastoralism (in the case of Cuando Cubango South) and requiring development at reasonable costs). following criteria: Targeting of IP. The IPs in the project area are mainly the very vulnerable San people. Because of their hunter gather way-of-life and their marginalisation, a particular subcomponent 1.3 is dedicated to them. As described in the description of this component it will be implemented by an NGO with experience in working with them. Their participation will be based on self targeting as a result of an outreach process following FPIC principles. Two activities have been added in the revised PDR and PIM to the description of SC1.3 as follows: Activity 1: Consultation process the provincial governments of Cuando Cubango and Moxico, MINADER and the Geodesic and Cartographic Institute of Angola (GCIA) to identify forest areas important for landscape restoration with co-benefits for the conservation of water resources and wildlife. Discuss and agree on how these areas can be allocated as pilots to San groups eventually through the issuing of a “perpetual right of useful customary domains” giving the groups the role of custodians and sustainable users of these areas sufficiently big to sustain their way-of-life. Activity 2: Outreach campaign to leaders, organisations and groups of the San community to inform them about the project and give them the opportunity to express their interest in participating following FPIC principles and due process. This include documenting the process as well as the eventual consent to participate. In close consultation with them, 20 interested San groups will be selected to participate in the project. This will include some groups in the identified areas for the assignment of forest land to the groups for them to sustainably use and restore the ecosystems in the areas. The 31 municipalities are indeed covering the rural municipalities in all five provinces clarified in the revised PDR section 2.2. The criterion (c) “level of current investment” refers to investments from any actor while the criterion (e) “lack of coverage by other IFAD projects in the portfolio,” just refers to if the province has previously or is currently covered by another IFAD project. As such two distinct criterion

		coverage by other IFAD projects in the portfolio,” as both discuss areas with limited support. The PDT could consider combining or further differentiating these two criteria. Gender: In Angola, gender inequality is widening, with the country ranked 119th out of 153 on the Global Gender Gap Index. Women comprise 50.5% of the population, with 70% in rural areas working as smallholder farmers. PRODESA aims to transform gender by supporting the government in improving leadership and women empowerment, disseminating legal and regulation frameworks to create an enabling environment for gender equality and empowerment. While the project aims for 50% of its beneficiaries to be women with key gender empowerment activities embedded in its activities, it has not been classified as gender transformative. It is recommended that the project be considered gender-transformative mainstreaming theme or that the PDT provide justification for why it is not classified as such. Youth: Paragraph 66 notes that 50% of youth aged 15–24 in Angola is unemployed. However, a recent World Bank policy brief, Good Jobs for Angolan Youth, states that youth (aged 15–34) account for 83% of the unemployed, with 62% spending more than a year searching for jobs. The PDT is encouraged to confirm the age range considered as “youth” by the government and apply this range to the targeted youth under the project. Additionally, it is unclear how youth are specifically targeted in market and bankable agribusiness activities under Sub-Component 2.1. Indigenous People: Although the project does not prioritize Indigenous People (IPs), it targets 5% of minority groups, including the San people. However, the project lacks an Indigenous People Plan (IPP) and documentation of Free, Prior, and Informed Consent (FPIC) for the San people (IPs group). The PDT is invited to produce these documents. Also, it is mentioned that “the San do not engage in trade of products; some engage in work for food.” It is, however, unclear how the project will ensure the active participation and engagement of this targeted group in bankable agribusiness activities	The PDT agrees that the project design has included key elements for supporting the economic and productive integration as well as empowerment of women. However, since PRODESA is also nutrition and youth sensitive and climate financed all coming with their specific requirements, the PDT does not think the project should also be marked as gender transformative and add to the complexity of the project at the outset. If the project manages to effectively implement all gender related activities it can be considered at the MTR of the first phase if it should also be classified as gender transformative. Paragraphs 60 and 78 of the PDR and paragraph 30 of the PIM indicate that PRODESA will target youth aged 18-35. The programme will also pay special attention to young adolescents between 15- 17 years of age who are already mothers and/or household heads. Presence of youth in the community is one of the selection criteria for communities to be targeted by the project. SC 2.1 will give priority to SMEs and cooperatives led by or with high participation of women and youth (clarified in the component description in the revised PDR. This will be facilitated also by applying the GALS methodologies in SC 1.2 on FFS and the graduation of FFS groups into cooperatives and businesses laying the ground for the SC2.1 support. Because of the hunter-gather way-of-life of the San peoples, the design is targeting them with a specific subcomponent 1.3 dedicated to them. They are as such not the target group of other components. As mentioned above the use of FPIC principles and processes has been further elaborated in the description of SC 1.3 both in the PDR and the PIM. The community consultation process and their final consent will be documented as per FPIC requirements. After obtaining the FPIC from the San groups to participate in the project as per activity 2 of SC 1.3, the participatory process implemented as described in activity 3 of the SC1.3 will result in FPIC on the produced action plan for the activities the project will develop with them.
3. Effectiveness* (including EFA and adequacy of cost structure)	4	QAS Generally, the project’s development objective is clear and the proposed interventions are linked to the development challenges with relevant activities. Complexity: Despite the “Need for Project Design Simplicity” stated in the PDR’s lessons learnt, the proposed project is complex, with six sub-components	The complexity of the project interventions resulting from the targeted approach that takes into account the diversity of local needs within the target area is off-set by the phased approach through MAP. This approach allows for gradual and systematic roll-out of the interventions, and an opportunity to build on the lessons learned moving forward, while gradually building local delivery capacities. Please also see response on complexity page 2 in this document

and financial allocations)	aiming to deliver on 8 different workstreams in five different provinces. The project is also listed as nutrition sensitive and youth sensitive. While there is a strong rationale for outsourcing the implementation of all sub-components to service providers, coordination will be a challenge, more so considering IDA's weak capacity both at central and provincial level. Management and procurement of these partners will be a significant factor in this operation The PDR would benefit from a clearer sequencing of activities to mitigate the challenges of complexity. The PDR states that PRODESA aims to engage from the onset different public institutions, as well as private sector players, NGOs, and community groups to develop effective value chain engagement and commercial linkages. The PDT is invited to clarify the planned incentives for private sector to engage with the target groups. It would be useful to include experience (IFAD and/or other programs) with private sector engagement in the lessons learnt. EFA: The EFA shows a positive NPV and high EIRR based on crop models and their high yield increases. The yield increase assumptions for the outcomes of the project appear optimistic. For example, the maize yield for Luanda Norte and Luanda Sul is assumed to triple. However, the target area (para 19 of PDR) is indicated to have limited experience with farming. Yield assumptions may need to be reviewed and/or corroborated with evidence. Project duration and costs: The project is based on a MAP approach. Some sections of the PDR state that the project duration over 2 phases is of 8 years, other sections say 11 years. The PDT is invited to review and reconcile, specifying the duration of the first and second phase. The detailed programme costs for Phase 1 should also be reviewed and reconciled in the PDR to do away with inconsistencies. Budget allocations: 53% of PRODESA budget for Phase 1 will go to consultancies (USD 30 million), and 16.% will be used towards recurrent costs (seems higher than IFAD threshold, but partially financed by Government. Only 8.5% of the 1st phase budget will be allocated for Works and only 4.8% to Grant and Subsidies (including Business Plans). The detailed cost tables analysis confirms that most of the activities revolve around capacity building and related costs (recurrent costs for IDA, PMU, PPMU and TA/service providers). Capacity building is the core activity of this project. While it is agreed that capacity building of all stakeholders including Government institutions is an essential element of the project, it may not be enough to achieve the development objective and sustainability, if combined with a low budget for investment activities.	Private Sector. The private sector will engage directly with the project (see linkages of FADA, FGC, etc. In working closely with PRODESA to finance FOs) and with the beneficiaries (e.g. as offtakers, for which agreements will be established and facilitated through targeted TA from the project). The project is designed to engage private sector from the outset, and many activities are designed to ensure that private sector is able to take up a core role with the project beneficiaries in the first years of the project. This can be seen through the linkages with funds such as FADA and FGC, that should become the main source of future financing for the project beneficiaries – and in the TA that the project will support FOs, ensuring they build structured market relations with private sector operators at various levels (both upstream and downstream, including anchor farms, MSMEs, etc.). In the specific case of financial institutions, the project will be working directly with them to ensure a close collaboration with the project team, and a steady flow of proposals from the project beneficiaries that have matured plans that are viable for the financing windows to these partners institutions. EFA: Please see response page 3 in this document Project duration and costs: <u>Noted, the project duration is 11 years with Phase 1 being 5 years and Phase 2 7 years (one year is overlapping). Inconsistencies have been resolved.</u> Budget allocations: Please see response page 3 in this document

	<u>DCO peer review</u> PRODESA's focus on TA through the tested FFS approach for building agriculture human and social capital, coupled with BDS and local infrastructure is adequate to its vision to gradually build the production and eventually investment and marketing capacity of smallholder farmers. The project scales up Angola's innovative approach of FFS adopting a Graduation pathway into cooperatives. The matching grant facility (TTCFM) will build beneficiaries' investment capacity with prudential small ticket funding, expected to leverage commercial loans. High quantity of grants may pose challenges for PMU's managing the TTCFM. Other projects in the portfolio have deployed matching grants with limited success (para 171); have lessons learned and mitigation been incorporated? In Tier 2, approval of plans being conditional to the prior approval from the external funding source might be a bottleneck. Ambition of Land titling actions not fully clear (for San groups only or also smallholder farmers?). Pioneering of MAP allows for longer term pathway for developing subsistence agriculture in vast geographic area. Lessons learned from portfolio and relevant programs integrated PMI: The project can be rated 4 on this aspect based on the assumption that there are opportunities to close the financing gap included in the design during the first phase <u>ECG</u> EFA Analysis: The EFA (Annex 4) is well-developed, presenting favourable financial indicators. PRODESA demonstrates an EIRR of 31.3% over a 20-year period with a total budget of USD 55.825 million and a Benefit-Cost Ratio (BCR) of 3.5. However, aside from the annex, the core PDR lacks a dedicated section discussing/summarizing the EFA information, which, as per PDR guidelines, should be included in Section 2.7. The PDT is, therefore, advised to include a comprehensive EFA section in the core PDR. The EFA analysis assumes that only 30% of rural producer organizations supported under sub-component 2.1 will increase their sales due to the program (Annex 4, paragraph 7). However, the logframe indicates that 40% of rural enterprises/producer organizations will report increased profits or sales. Additionally, paragraph 87 of the PDR specifies that "1,550 FFSs, as well as 40 APFSs in the dry areas of southern Cuando Cubango, will reach approximately 55,650 households, of which 1,400 will	TTCFM: - Given the lack of readiness and the low capacity of FOs (most of which will have to be formed through PRODESA), the ticket sized are thought of with the purpose of providing (i) easily accessible and (ii) low-risk (in value) first-tier funding to farmers so as to allow them to follow a sequenced growth in regard to the their investments and activities. In this sense, allowing for the participation of FOs in both Tier 1 and Tier 2, speaks to allowing for a growth in understanding of the financial management needed for agricultural investments – and for the provision of adequate TA across these two phases (or one of the two). - The ticket sizes are in fact purposely lower in size to (i) not be in competition with other projects, that are mainly focusing on downstream activities, (ii) to facilitate the creation of a critical mass of FOs and producers upstream, that then become viable clients for both commercial banks/financial institutions, development funds and other projects that are providing financial support with larger ticket sizes. - In regard to the approval of Tier 2 plans, this was amply discussed with a number of funds in Angola (above all FADA, the most relevant it appears to the needs of most of the PRODESA beneficiaries). Most entities shared their challenges and limitations (staffing, presence, etc,) in regard to being able to create a relevant volume of financially viable proposals – all of which has created a very big backlog of bad proposals that are being sent for consideration and that are delaying the approval of plans, and the disbursement of funds. For this, PRODESA will provide the TA and coaching to ensure that viable plans are sent through – thereby working directly with FADA, FGC, and others in supporting business plans from FOs. Land titling. In addition to the San groups, the Land titling support will also be provided to farmers and cooperatives through improved land governance ate community level under the soba authority supported in SC1.1 or through allocations provided by the provincial governments supported in SC 2.1 (clarification provided in SC2.1 description in the revised PDR). A land tenure expert has been included in the budget that will facilitate this support including negotiating with the province authorities and eventually MINADER and the Geodesic and Cartographic Institute of Angola (GCIA). EFA analysis: The core document include the EFA section as recommended. Regarding the number of organizations that will increase their sales thanks to the project, there is a confusion about rural enterprises and rural producers' organizations (POs) supported in component 2. The logframe makes a distinction between the two categories: the CI 2.2.2 is about the number of rural enterprises (MSEs) reporting an increase in profit which is 40% or 10 out of 25, and the CI 2.2.5 is about the number of POs reporting an increase in sales which is 30% or 198 out of 660 POs. If we consider together these two categories, this implies that thanks to PRODESA 208 out of 685 POs and MSEs or 30.36% will record an increase in sales. The EFA evaluates the core intervention of C2, that is the two-tier co-financing mechanism for cooperatives and MSEs established in C2. At this stage, the models developed apply to both categories, particularly the shade nets. This is why the two

	benefit from APFS training.” This differs from the assumptions in the analysis, which state “1,550 FFSs for a total of 46,500 households in 31 municipalities across the four target areas.” The PDT is encouraged to revise this for consistency. Component 1: With a budget of USD 25.85 million, Component 1 aims to increase the local production of diverse food while addressing vulnerabilities to climate change and soil erosion risks across all 31 municipalities. However, only USD 1.9 million is allocated to sub-component 1.1, focusing on community mobilization and participatory planning for resilience. Activities in each municipality include gender-sensitive characterization of production basins, awareness-raising on the project, and participatory community planning processes to develop CRPAP. This allocation equates to approximately USD 61,290 per municipality, which seems disproportionately low for the planned activities. Also, a specific sub-component (1.3) targets the San people (IPs), focusing on participatory community planning, literacy training, nutrition, and forest land use rights. However, it is unclear how these groups will participate in the various FFS/APFS activities under sub-component 1.2, which includes practices such as conservation agriculture and agroforestry. Furthermore, with 1,550 FFSs reaching 55,650 households, each FFS would cater to 35–36 farmers. This number seems excessive for effective FFS learning, especially considering the literacy levels of the beneficiaries, as not all participants may assimilate the knowledge effectively. The PDT is encouraged to either increase the number of FFSs to limit participants to a maximum of 20 farmers per FFS or reduce the target number of households. Component 2: This component focuses on promoting agribusiness and market access infrastructure through a budget structured around two tiers of financing (Tier 1 and Tier 2) to ensure inclusivity for both nascent and more established business initiatives. About 660 cooperatives within the project area are targeted under sub-component 2.1. However, details on the status of these cooperatives such as their geographic distribution, organizational maturity, and value chain or prior market engagement—are insufficient. The PDT should specify which value chains will be prioritized and outline the beneficiary selection criteria for the two-tier co-financing mechanism. Additionally, the logframe mentions that 30 ha of farmland will be dedicated to water-related infrastructure, but these activities are missing from the PDR (subcomponent 2.2), as no water-related infrastructure is mentioned. The PDT is requested to clarify, with examples, the types of climate-resilient market access infrastructure that PRODESA will support beyond rural roads mentioned – would be great if solar irrigation systems and early	categories of organizations were pooled together and the 30% rate was applied. Hence, there is no inconsistency with respect to this indicator. However, this has been better explained in the text. As regards the number of beneficiaries of FFSs, the correct number is the one used in the EFA. Any inconsistency in the main PDR text has been resolved. The budget has been revised. Because of the hunter-gather way-of-life of the San peoples, the design is targeting them with a specific subcomponent 1.3 dedicated to them. They are as such not the target group of other components. As described in the lessons learned section of the PDR IDA/EDA in Angola has long experience in FFS supported by various partners including FAO, IFAD, AfDB and the world Bank. The standard FFS size is 30 members which is what will also be the case for PRODESA Component 2 (Reference made to PIM, section on Component 2.1) • The status of the cooperatives is outlined in the PIM, where specifications are provided in regard to the different levels of maturity and readiness cooperatives has across the 3 areas targeted (e.g. higher levels of maturity of cooperatives in Bie, nascent in Cuando Cubango, etc.) - reason for which the tailoring of the activities associated with each of the different areas has been designed to match the contextual reality. • In regard to the value chains, these too are specified in the PIM, where indications are provided in regard to how these have been 'shortlisted' - all of which is based (firstly) on on-field discussions with the different provincial delegations of both MINAGRIF and IDA, and also through interactions with various farmer groups, cooperatives and discussions with local Government at Provincial level. These have also (secondly) been linked to larger GoA priorities in regard to the promotion of critical value chains that are aligned with the Government's plans – and for which shortlisting has been envisioned for VCs that can ensure an adequate and relevant market placement, and are of interest to the farmers that will be co-investing in these activities. • Indeed solar irrigation systems as well as small storage and processing facilities are eligible for financing as listed in the PIM

		warning system are also considered given the increase severe droughts and water scarcity that threatens agricultural productivity in the targeted areas. Logframe: PRODESA contains ambiguities in units and disaggregation. For example, the terms "non-Indigenous people" and "non-young" are used in various case. Moreover, some indicators fail to specify whether they refer to percentages or numbers (e.g., C.I 2.2.6: "Households reporting improved physical access to markets, processing, and storage facilities"). The target for the development objective indicator "Households reporting an increase in incomes" is set at 0.4% at mid-term and 80% at completion. For the KAP indicator, the percentage of households is set at 0 for both baseline and mid-term and 2% at completion. Regarding the FFS/APFS indicator, the total (number) at completion is set at 235, yet 1,550 FFSs are targeted. For the indicator "Supported rural enterprises reporting an increase in profit" (2.2.2), the logframe states 40%, whereas the PDR (sub-component 2.1, paragraph 109) mentions 30%. The PDT should reconcile these figures and revise the number and % accordingly	The 30 ha of farmland is related to land that will be covered by shade nets to be supported by the project, which will require water for irrigation. Refer to sub-component 1.2 in the PDR and PIM. The inconsistencies in Logframe multipliers and targets in ORMS have been well noted and have been updated after the DRM. Please refer to the Excel version for actual multipliers and targets. Eg., - Mandatory multipliers for "CI 2.2.6: Households reporting improved physical access to markets, processing and storage facilities" have been included in the Excel version of the logical framework. (Households reporting improved physical access to *type of relevant facility* (number); - Households reporting improved physical access to *type of relevant facility* (%); and - Size of Households (number of people). *The relevant facility* is Market for PRODESA). - Mid-term target for "Households reporting an increase in incomes" is set at 40% and 80% at completion, in the Excel version. - For the FFS/APFS indicator, the total (number) at completion is set at 1590 (i.e., 1550 FFS + 40 APFS)
4. Institutional aspects and implementation arrangements	4	QAS The Project Management Unit (PMU) in Bie (one of the provinces), established by the Ministry of Agriculture and Forest (MINAGRIF), will consist of a team of professionals responsible for managing and overseeing project implementation. The technical expertise will be ensured through TA rather than PMU staff. Five Provincial Project Implementation Units (PPIUs) will be established, one in each province. The coordination of these units will be led by the IDA Head of Department in each of the five provinces. Municipality Level Coordination will involve engaging Municipality Administrators. National and Provincial Project Steering Committees will also be established. Several service providers will be recruited under all sub-components to support and strengthen technical, management and administrative implementation capacities at central and provincial level. These implementation arrangements appear complex, and the comprehensive vision is not clearly defined. It is recalled that IDA Heads of Department serving as PPIU (Provincial) Project Coordinators caused major implementation delays in the ongoing project being partially cancelled (SREP). The PDT is invited to outline the measures taken to mitigate this challenge. The PDT is also invited to clarify whether the PPIU Team Leaders will be exclusively assigned to PRODESA or will have other duties.	Thank you for your detailed feedback and questions regarding the implementation arrangements for PRODESA. Here are the responses based on the PRODESA document (paragraph 149 to 184): Measures to Mitigate Challenges with IDA Heads of Department as PPIU Project Coordinators To address the issues experienced in the ongoing SREP project, where IDA Heads of Department serving as PPIU Project Coordinators caused major implementation delays, PRODESA has taken several measures: Exclusive Assignment: PPIU Team Leaders will be competitively recruited and be exclusively assigned to PRODESA at provincial level to ensure their full commitment and focus on the project. This will help avoid conflicts of interest and ensure timely decision-making and implementation. Capacity Building: Comprehensive capacity-building programs will be implemented for PPIU Team Leaders to enhance their project management skills and ensure they are well-equipped to handle their responsibilities effectively. Clear Roles and Responsibilities: Detailed job descriptions and clear delineation of roles and responsibilities have been provided in updated PIM to avoid any ambiguity and ensure accountability. IDA's Supervision/Coordination Role and Interaction with Service Providers To mitigate the risks associated with IDA's supervision and coordination role, and its interaction with service providers, the following measures will be taken:

	IDA's supervision/coordination role and its interaction with service providers (both at central and provincial level) appears to be a major risk. Experience shows that a key bottleneck in the implementation of the ongoing project (SREP) was the nature (or absence) of contractual arrangements between service providers and IDA/EDA. The PDR would benefit of further explanation about measures being taken to mitigate the issues experienced in the past. As a mitigation measure, it may be useful to include templates/models of contracts in the PIM and start negotiating terms and conditions with IDA before start-up. The soundness of these contracts will be key for project success and should be closely monitored by the PDT. MINAGRIF will recruit a Project Manager who will have administrative and financial autonomy and will lead a team of experts forming the Project Implementation Unit (PMU). The PDT is invited to confirm that GoA has agreed to this arrangement, including administrative and financial autonomy. The PDT is also invited to clarify why the technical expert team will be TA rather than staff. This may affect activities continuity/stability and increase the risk of turnover. Finally, the establishment of a Single Coordination Unit is mentioned in the PDR. Is this a mistake? The PDT is invited to clarify and revise the PDR as needed. <u>DCO peer review</u> Decentralized approach involving stakeholders at different levels for strengthened capacities and sustainability. Autonomous PMU (oversight by IDA) plus PIU at each province, central and provincial steering committees and provincial and consolidated AWPBs. This increases ownership but may pose challenges to implementation (harmonization of AWPB timing etc). Need strong oversight from PMU as mitigation. Focus on technical assistance, building agriculture human and social capital through FFS approach, coupled with BDS. Hiring of service providers (SP) (incl. FAO) for high quality TA while aiming at building agri extension network. PMU needs to harmonize approaches (e.g. through guidelines) if provinces are served by different SP. Includes strong component (C3) for capacity building of project staff, extension officers, govt officials. <u>PMI</u>	Contractual Arrangements: Templates and models of contracts will be included in the Project Implementation Manual (PIM). These templates will outline clear terms and conditions, roles, and responsibilities of service providers, ensuring accountability and performance standards. Monitoring and Oversight: The Project Management Unit (PMU) will closely monitor the performance of service providers through regular reviews and evaluations. This will ensure that any issues are promptly addressed and that service providers adhere to their contractual obligations. Administrative and Financial Autonomy of the PMU Although this needs to be formalized in the Financial Agreement later on, our ongoing dialogue with the Government of Angola (GoA) and the successful experience of the AfDB's Cabinda Value Chain Project have made it clear that this arrangement is highly supported. Granting full administrative and financial autonomy to the Project Manager, recruited by MINAGRIF, represents a significant and positive change in the way projects are managed in Angola. This empowers the Project Manager to make swift decisions and allocate resources effectively, free from bureaucratic delays. This streamlined approach will undoubtedly enhance the project's success and impact, ensuring that objectives are met promptly and efficiently. Use of Technical Assistance (TA) Instead of Staff The decision to use Technical Assistance (TA) rather than permanent staff for the technical expert team is based on the need for specialized expertise that may not be available within the existing staff. However, to mitigate the risk of turnover and ensure continuity and stability of activities, the following measures will be implemented: Long-term Contracts: TA personnel will be offered long-term contracts to ensure their continued involvement in the project. Knowledge Transfer: A structured knowledge transfer process will be established to ensure that the expertise and skills of TA personnel are transferred to permanent staff and local counterparts. Retention Strategies: Competitive compensation packages and professional development opportunities will be provided to retain TA personnel. Clarification on the Single Coordination Unit The mention of a Single Coordination Unit in the PDR has been replaced by PMU. It refers to the centralized coordination mechanism within the PMU that will oversee and harmonize the activities of the various PPIUs and service providers. This unit will ensure consistency in implementation approaches, facilitate communication, and provide overall strategic direction for the project. Additional Points: Decentralized Approach: The decentralized approach involving stakeholders at different levels is designed to strengthen capacities and ensure sustainability. However, strong oversight from the PMU will be essential to mitigate challenges related to the harmonization of AWPB timing and other coordination issues.

		The project has a large number of activities and sub-components, which is justified based on the climatological, ecological and cultural diversity of the country. Monitoring of project interventions and impacts, as well as impacts of CC and land degradation that are likely to continue during project implementation could have been strengthened, and may be given priority during project implementation ECG The institutional arrangements outlined in the PIM are well-defined, with all key institutions expected to participate in the implementation process. The lead implementing agency is the Ministry of Agriculture and Fisheries (MINAGRIP) which has experience implementing previous IFAD projects. MINAGRIP will delegate project implementation to the Institute for Agricultural Development (IDA), which will be responsible for overseeing the project's execution. In turn, IDA will assign the day-to-day management of the project to a PMU. PRODESA adopts a more decentralized approach, actively involving provincial structures in project implementation. However, the precise role of the PMU remains unclear. The inherent risk associated with implementation arrangements is rated substantial, while the residual risk is assessed as moderate, primarily due to the limited capacity of implementing agencies and challenges in recruiting and retaining qualified staff. The proposed mitigating measures, however, appear generic and lack specific actions, aside from conducting a capacity needs assessment and establishing a single coordination unit.	Focus on Capacity Building: Component 3 of the project includes a strong focus on capacity building for project staff, extension officers, and government officials. This will enhance the overall implementation capacity and ensure the successful execution of project activities. Monitoring of Land degradation. Well noted suggestion that can be integrated during project implementation as part of the M&E system.
5. Complementary activities: KM, Partnerships /coordination (including co-financing) and Policy Engagement	4	QAS Given the nature of project objective, target group and diverse components, KM and lesson learning are critical parts of project design and implementation. The KM section could be expanded to take account of context specific factors in Angola: 1) project beneficiaries and the majority of project implementation staff are Portuguese speaking and therefore the project needs the human capacity and financial resources to translate/disseminate and manage knowledge activities and events; 2) evidence and experience of the ongoing portfolio would indicate that KM is not well institutionalized or well understood by project staff and line Ministries and agencies. This therefore requires strong leadership from project management during implementation. It is noted that no KM officer is included in the PMU organigram (only a KM assistant). Policy engagement is a key feature of PRODESA's design, with a dedicated Sub-component 3.1 aimed at strengthening institutional and policy implementation	A KM officer will be included in the PMU. KM will be integrated with M&E facilitating the process of communication. A dedicated budget to KM activities is allocated to cover KM concerns.

	support. Key policy support activities are well-defined and are expected to guide engagement with the Angolan government <u>DCO peer review</u> KM integrated in PDR with priority areas for knowledge production and diverse methods: research and data collection; FFS generating experiential knowledge; participatory process for exchanges and results sharing involving local communities. Dedicated KM staff in PMU. Roles and responsibilities and link to M&E system in an integrated KM Plan could be further developed. Component 3 includes specific policy support activities (with LF policy outcome indicator) in agri extension, land governance and NRM – areas relevant to the ToC. Ambition of Land titling actions not fully clear (for San groups only or also smallholder farmers?). CLPE and SSTC could be further developed in sections 3.4 and 3.6 of PDR. Details on the potential Adaptation Fund financing or other sources to cover the financing gap could be included. <u>ECG</u> Knowledge Management (KM): PRODESA document includes a well-designed KM plan, which is integrated with the project’s M&E system, ToC, and overall goals. KM activities are accounted for in the AWPB. The project incorporates strategic partnerships into its implementation framework, including detailed co-financing arrangements. However, while knowledge management and communication activities—such as radio, TV broadcasts, and awareness campaigns in primary and secondary schools on environmental, gender, and nutrition issues—are mentioned in the detailed cost tables and the PIM, these are not explicitly referenced in Section 3.4 of the PDR main text. Policy engagement is a key feature of PRODESA’s design, with a dedicated Sub-component 3.1 aimed at strengthening institutional and policy implementation support. Key policy support activities are well-defined and are expected to guide engagement with the Angolan government. However, it is unclear how the project will ensure the implementation of the policy paper on land titling and land-user rights, given the country’s uncertain land governance framework.	We’ll ensure that the KM staff within the PMU have clearly defined roles and that the plan provides a seamless connection between knowledge production and monitoring and evaluation. Additionally, we'll emphasize participatory processes to ensure that knowledge sharing involves local communities meaningfully. Land titling. In addition to the San groups, the Land titling support will also be provided to farmers and cooperatives through improved land governance at community level under the soba authority supported in SC1.1 or through allocations provided by the provincial governments supported in SC 2.1 (clarification provided in SC2.1 description in the revised PDR). A land tenure expert has been included in the budget that will facilitate this support including negotiating with the province authorities and eventually MINADER and the Geodesic and Cartographic Institute of Angola (GCIA). The PDT will include a few more details on CLPE/SSTC and the AF financing in the revised version of the PDR. Comments well noted, and updates have been made after DRM Policy engagement is indeed a crucial aspect of PRODESA’s design, particularly through Sub-component 3.1, which focuses on strengthening institutional and policy implementation support. The project aims to support the formulation of a comprehensive National Agricultural Extension System Strategy. Two key policy papers are to be developed: one on slash and burn/shifting cultivation and bush burning, and another on effective land titling and land-user rights. Angola's land governance framework is complex and has been historically influenced by conflict and colonial legacies. The 2004 Land Law aimed to strengthen land tenure, but its implementation has faced challenges. To address these challenges and ensure the implementation of the policy paper on land titling and land-user rights, several strategies will be employed. First, engaging with local communities, traditional leaders, and government officials is essential to build consensus and support for the policy paper. Conducting workshops and consultations will ensure that the policy is understood and accepted by all stakeholders. Additionally, providing training and resources to local government officials and community leaders on land titling

		Co-financing: PRODESA includes co-financing contributions with details on cash and in-kind contributions. While the co-financing mechanism for Component 2 strictly requires cash contributions, beneficiaries under Component 1 are expected to contribute through both cash and in-kind means. The PDT is invited to address the risk of beneficiaries being unable to provide cash contributions, particularly for bankable agribusiness activities under Sub-component 2.1, and propose appropriate mitigation measures. The project currently faces a financing gap of USD 14.48 million or 25.9% of the total cost of Phase 1 that is expected to be sourced through the IFAD14th replenishment cycle and/or the Adaptation fund. The PDT is encouraged to clarify the terms and conditions of IFAD 14th financing as early as possible and to follow up with the Adaptation Fund to formalize their interest. Alternatively, it is suggested to consider prioritizing Phase 1 activities that can be implemented with available funds to mitigate delays or shortfalls in funding	processes and land-user rights will strengthen the capacity of institutions involved in land governance to effectively implement and monitor the policy. Implementing pilot projects in selected areas can demonstrate the benefits of secure land tenure and effective land-user rights. Lessons learned from these pilots can be used to refine the policy and scale up implementation. Working with legal experts to ensure that the policy paper aligns with existing laws and regulations is also crucial. Advocating for any necessary legal reforms will support the implementation of the policy. Establishing a robust monitoring and evaluation system to track the progress of policy implementation is vital. Using data and feedback will allow for continuous improvements to the policy and its implementation strategies. Collaborating with international organizations and development partners can leverage their expertise and resources, aligning the policy with broader development goals and initiatives to ensure coherence and support Cash contribution The ticket sizes for Tier 1 and Tier 2 are fully in line with the fund availability FOs tend to have in the provinces targeted. This was verified on-field, and there was a strong due diligence on the numbers, carried out with FOs, local Government, IDA and MINAGRIF. In fact, these values are some of the lowest in projects of this sort, and are tailored to the complex reality in which the project will operate, thereby already factoring in the mentioned risk of beneficiaries not having funds to co-finance – which should not be the case for PRODESA (especially under Tier 1). Financing gap. Considering that the BRAM and PBAS allocations have been released since the costab was made, the budget is currently under revision. The financing gap is currently only the one related to the additional BRAM resources waiting for approval. Once these are approved there will not be any financing gap for Phase 1. In any case, the gap has been designed keeping in mind the activities to be prioritized. At present the gap concerns sc 1.3 very likely to be covered by the Adaptation Fund, part of C2, and the last years of C3.
6. Sustain ability, exit strategy and scaling-up	4	<u>QAS</u> A brief section on exit strategy is included in Annex 11. of the PDR. The section makes generic reference to capacity building, and creation of linkages between agriculture, trade and finance to develop agribusiness. Sustainability is addressed through institutional strengthening, but pathways for scaling interventions are unclear. The absence of financial sustainability measures poses risks to long-term outcomes. No clear plan for transitioning responsibilities to local institutions post-project. <u>PMI</u> After a first phase of 5 years, another 6 years implementation period is foreseen, which is commendable given the time it takes to build capacities and institutions for project implementation. This multiphase approach will support sustainability and scaling up of PRODESA outcomes.	A clarification on how lessons learned from Phase 1 and on how local public and private actors will retain ownership of the project activities has been added in Annex 11. It strengthens the uptake and scaling of achieved results under Phase 1 with regards to institutional and business development, supported by market drivers such as commercial linkages and financing.

	<u>DCO peer review</u> Pioneering MAP for phased implementation, learning, scaling out and scaling up. Integration of project/PMU with the IDA permanent entity. Capacity building and training to IDA, national institutions, extension officers, provincial entities. Trained master trainers, community facilitators, extensionist, as well as demonstration FFS allow for replication of FFS approach. Community ownership through participatory CRPAP development. Partnerships (EDA, FAO, INSV, Financial Institutions). Fostering conducive policy framework (agri extension, land governance and NRM). Opportunity to scale up FFS approach in Angola adopted in IFAD portfolio and in particular the FFS Graduation approach for Cooperatives formation (present in Bie). <u>ECG</u> PRODESA design systematically incorporates sustainability considerations, with a draft exit strategy provided in Annex 11 (p. 482). As a multi-phase project, the design of PRODESA significantly influences the exit strategy for Phase 1. The exit strategy is centered on fostering linkages between agriculture, trade, and finance to support the development of agribusinesses, thereby unlocking the local agroeconomic and enabling these businesses to graduate from PRODESA's support. However, it remains unclear how lessons learned from Phase 1—particularly in areas such as policy interventions on climate, environmental and natural resource management, land rights, and bankable agribusinesses—will shape the design of Phase 2. The PDT could further elaborate on how local institutions, private sector actors, and other partners will be engaged beyond their current roles to strengthen ownership of the project's activities. The project outlines a comprehensive sustainability approach focused on 1) community ownership; 2) strengthened collective action; 3) climate-proofing of infrastructure; and 4) capacity building for women and youth. Regarding environmental and climate change	A clarification on how lessons learned from Phase 1 and on how local public and private actors will retain ownership of the project activities has been added in Annex 11. It strengthens the uptake and scaling of achieved results under Phase 1 with regards to institutional and business development, supported by market drivers such as commercial linkages and financing.

		sustainability, PRODESA promotes sustainable agriculture practices, climate-resilient agricultural practices, and infrastructure. However, while the project includes provisions for sustainable infrastructure management through municipal maintenance plans, it lacks details on how these plans will be funded and monitored, particularly concerning the climate-proofed infrastructure. Additionally, the integration of traditional knowledge and practices, specifically those of local communities such as the San people, into the sustainability approaches is absent	The sustainability of the operation and maintenance of the infrastructure will in addition to relaying on municipal maintenance budgets also relay on local capacities. This is why the caxier comunitario are an important part of the FFS.
7. Readiness, including PIM and start-up plans	4	<u>QAS</u> The Project Implementation Manual (PIM) provides details and implementation arrangements for the project components, including detailed guidance on targeting strategy and criteria. Other sections, such as the project management, procurement and financial management are missing. The terms of reference (TOR) for the Project Steering Committee, along with the TOR and implementation responsibilities of the project staff, consultants, and service providers, need to be developed and incorporated into the PIM. A separate FM Manual was prepared and should also be included in the PIM. A start-up advance of USD 500,00 has been included for the standard preparatory activities. A 2025 zero draft AWPB for \$4.422 m. is included in Annex 6. The draft needs to be revised to avoid repetitions and inconsistencies with other parts of the PDR (eg project duration: 11 years or 8?). Overall, the draft budget looks overambitious considering that the program will be launched at mid-year, and most of the time will probably be used for preparation (rather than implementation) of activities. It may be advisable to downsize the number of implementation activities to avoid under-implementation of the 2025 AWPB. <u>DCO peer review</u> Start-up funds for recruitment of key staff, preparatory activities, finalization of guidelines, accounting software (same as IFAD portfolio) and baseline survey. Capacity building/trainings of staff and implementers. AWPB and PP prepared. Comprehensive PIM with detailed: implementation arrangements for each component, project management aspects, M&E framework; ToRs for project staff and SP; description of FFS methodology and trainings curriculum; BP preparation and approval flow (incl. RuralInvest tool); TTCFM, eligibility and approval process. Small-ticket loans/high volume may pose challenges for PMU's managing the TTCFM. Mitigations included in PIM (TTCFM Manual, BDS-SP follow up, BPs approval in batches). In Tier 2, approval of plans being	QAS: On the last page of the PIM, Annexes to the PIM have been listed. The FM manual is Annex 6 of the PIM, which is part of the PIM. A sample Performance Evaluation Form Template for FM staff was already included in the Financial Management Manual (Annex 6 of the PIM.) This template also included specific KPIs to assess the FM staff performance. Terms of Reference for the Internal Auditor was also included in the FM Manual (Annex 6 of the PIM). Noted. The 2025 AWPB was developed keeping in mind that the implementation activities will start in the last quarter. However, the Costab has been revised. See responses above

	conditional to the prior approval from the external funding source might be a bottleneck. <u>PMI</u> The PIM covers all required elements, yet some more specific attention to monitoring spatial datasets would have been welcome given the diversity of Angolan landscapes and farming systems. <u>ECG</u> The PDR includes a comprehensive and detailed PIM that outlines procedures, staffing, and terms of reference. The design provides for a start-up advance of up to US\$500,000 from the IFAD loan to cover: (i) recruitment of key staff for the PMU; (ii) finalization of the PIM; (iii) preparation of the first AWPB and procurement plan; (iv) organization of a start-up workshop; and (v) costs associated with the installation of accounting software. The PIM clearly articulates M&E and impact assessment plans, including methods and instruments for evaluating project outcomes and impacts, as well as the project's organizational structure and detailed implementation arrangements. However, there are no specified criteria or procedures for staff performance assessment. While some ToRs are detailed in the PIM, such as for procurement, ToRs for key staff positions—including FFS Specialist (TA) environmental officer (TA), Business development specialist (TA), Social inclusion specialist (TA), Access to finance manager (TA), internal auditor, and driver—are missing. It is also unclear which key functions are to be recruited. It is also unclear whether a nutrition specialist will be recruited. Eligibility and selection criteria are clearly defined for the implementation of project activities related to targeting and bankable agribusiness activities. However, the selection criteria for Farmer Field Schools (FFS) and Agro-Pastoral Field Schools (APFS) activities beneficiaries are not specified. Furthermore, the PIM and some annexes require clean-up as they still contain comments and edits	Noted, will be considered during project implementation Noted, the PDT will develop the missing draft ToRs This is specified in the SC1.1 description Noted will do, but please note the PIM is a draft at the design stage that will be finalised with the PMU at start-up

OPU/SECAP /Results Review	Rating (1-6)	Comments	
		OPU commends the PDT for the multiphase approach for PRODESA which is clear and coherent to address the challenges the portfolio has been facing and the lack of capacities at institutional level (especially component 3 on institutional strengthening and policy support). OPU notes that From the PDR it is unclear whether the project remains at this stage nutrition sensitive and if it still includes climate finance as at OSC	As stated in section 2.4 of the PDR PRODESA is nutrition and youth sensitive and climate financed
1. Risks and mitigation strategy	4	Overall the IPRM is well developed. However, In accordance with the IPRM guidelines (nov2023), residual and inherent risk ratings at the design stage should be aligned (residual risks = inherent risks). Please revise and adjust accordingly. ● <u>Macroeconomic, Project vulnerability to climate change impacts, Project Relevance</u>: please provide more project-specific information when describing risks and mitigation measures. ● <u>Environment, Social and Climate Impact</u>: as described in the PDR, the country is vulnerable to climate change, please consider strengthening the risk description with additional details for each subcategory. ● <u>Fragility and security risk</u>: the risk description focuses on security only, please refer to other fragility aspects such as climate change and natural disaster and provide mitigation measures. Please also note that the security situation in Lunda Norte, currently unstable by (reference) is not reflected in the IPRM: consider revising and referring to it. Consider increasing risk level from low to moderate based also on the Risk Predictor Tool. ● <u>Resource Efficiency and Pollution Prevention; Biodiversity Conservation; Physical and Economic</u>	Thank you for the comments, the PDT will revise the IPRM accordingly

		<u>Resettlement:</u> use standard risk descriptions, please revise and provide specific risk description	
2. Logframe, quality of indicators and ToC	4	Theory of change The narrative of the ToC is well-presented and structured; however, the following improvements are suggested for PDT consideration: - As referred in the MAPs Guidance Note (pp. 6, para. C) and in the PCN Guidance and Template (pp. 5), the ToC should also contain a paragraph underlining in generic terms the logic and causal pathway for the overall program including the link between the first phase, the subsequent phases, and the overall program objectives. While the narrative does mention Phase 2, please further developed paragraph 23, pp. 7/44 to better reflect MAPs aspects in the causal pathways, underline the logic and pathway between the phases and the overall program objectives; - Diagram: As per guidelines please include the diagram of the ToC in the main text right below the narrative and not at the end of the document as annex; - Diagram: Please enhance the diagram and consider using the one drafted for the PCN, which thoroughly aligns with the narrative including arrows connecting each section (components/outcomes, subcomponents, activities/outputs), identifying the casual development pathways; - Include “Risks” and “Assumptions” in both the narrative and the diagram; - Include “Development Objective” and “Project Goal” in the diagram (cf narrative).	This has been added in the Theory of Change section This has now been moved from Annex to main doc We feel the diagram is sufficient in its current form These have been added to the diagram These have been added to the diagram

		Logical Framework The LF is overall comprehensive aligned to the ToC, showing outcome and output indicators reflecting the casual pathway identified in the TOC as well as the description of the components. The selected indicators are well aligned also to the mainstreaming CI requirements. The LF has a good disaggregation approach. Please find below few points for PDT consideration: ● Include intermediary outcomes between Phase 1 and Phase 2; ● Add missing mid-term/end targets for non-indigenous households, non-women-headed households, etc; ● Under Outreach, add the assumptions on the household size, (calculated as household members/number of households), which corresponds to 4.8 in this case. ● Outputs 1.3 and 2.2 should be moved under respective Outcomes; ● Include assumptions and means of verifications, where missing in the table. OSC commented that <i>“PDT should consider including the household dietary diversity in the logframe.”</i> The Logframe at PCN used to have Indicator 1.2.8 “Percentage of women reporting minimum dietary diversity (MDDW14)”, placed at the Development Objective level; if the project is nutrition sensitive then add it back and move it to a lower level (outcome 1), as it is an outcome level indicator for nutrition-sensitive projects.	Outcome level Intermediary indicators are included in the logframe; such as CI 1.2.4 “Households reporting an increase in production;” and CI 2.2.5 “Rural producers’ organizations reporting an increase in sales”. The targets will be updated in ORMS after the DRM. For now, the comments on the logframe have been considered in the Excel version of the Logframe. The MDDW (CI 1.2.8) has been moved from Development Objective section to Outcome 1. Update to the ORMS logframe will be made after DRM.
3. Monitor ing and	5	The PDR correctly incorporates details of the costs allocated to M&E, including staff and activities, capacity building for M&E staff,	Well noted. Inconsistencies related to the cost figures have been addressed. Phase one currently accounts for USD 73 million and Phase two accounts for USD 59 million.

evaluation (M&E)		M&E system development and COI surveys at baseline, mid-term, and completion. OPU notes possible discrepancies in the text, with regards to project overall budget, Phase 1 and 2 costs (and related IFAD contributions across the two phases). Under “Project Financing” (pp. 26), the PDR states that <i>“The total cost of PRODESA is estimated at USD 132 million over 11 years, implemented in two phases. Phase one (2025-2030) accounts for USD 60.99 million, and phase two (2030-2036) accounts for USD 71.00 million”.</i> Under “Project in Brief” (pp. 6), the PDR states that <i>“Total project costs for the first phase are USD 55.83M for which IFAD provides a loan of USD 48.44M.”</i> Please ensure revise to ensure consistency. Estimated overall M&E budget amounts to USD 3.772 million. That is within or even above the recommended allocation of M&E expenditures (3-5% of the overall budget), either in the case of USD 60.99M and USD 55.83M.	
4. SECAP		The PDT completed the SECAP Screening tool and rated the Environment and Social (E&S) risks as Moderate and the climate risks as Substantial. Based on information presented in the PDR package, ODE validates the climate risks classification. However, the E&S risk categorisation will need to be confirmed at QAS desk review after the revision of the risk screening as per comments provided. The PDT has provided an analysis of the Environmental, Social and Climate risks of the project in the SECAP Review Note (SRN) and corresponding mitigation measures. The PDT has developed an Environmental, Social and Climate Management Framework (ESCMF), including Grievance Redress Mechanism (GRM),	Well noted. Noted. The analysis has been instrumental in project design a. Qns 1.1 and 1.2 will be revised when ORMS is open for editing to reflect risk of potential adverse impacts on the protection of ecosystems

	Stakeholder Engagement Plan (SEP) and Labour Management Plan (LMP). Prior to QAS Desk Review, the PDT is invited to revise the SECAP screening, specifically: a. Screening questions Qn 1.1 and Qn 1.2 to reflect the risk of potential adverse impacts to the protection of ecosystems and natural habitats in these national parks. b. Screening questions Qn 4.1 and Qn 4.3 to adequately reflect the potential risk of negative impact on indigenous peoples. c. Screening questions related to labour and working conditions to adequately reflect the risks identified in the ESCMF and LMP d. Screening questions Qn 6.8 and Qn 6.9 to adequately assess the health and safety risks to communities. In addition, the PDT is requested to ensure that the provisions to build SECAP capacity as proposed in the ESCMF are also integrated in the PDR, and that sub-projects are assessed and screened according to the SECAP risk screening methodology. The PDT is requested to revise the screening checklist, and update the ESCMF accordingly, and amend the LMP. Based on the revised screening, the following will have to be prepared during early implementation: Biodiversity Impact	b. Qns 4.1 and 4.2 will be revised to reflect the potential risk of negative impact on indigenous people. It should be noted that the Himba and other smaller indigenous groups are semi-nomadic pastoralists and are different from the San people who do not take part in any agricultural activity, hence the targeting approach. The ESCMF has been revised to reflect that FPIC will be applied to all project beneficiaries. c. The Risks involved in poor working conditions during construction and implementation. ESCMP page 114 and page 31 of the SEP/GRM/LMP document captures the risk from labour and working conditions and the proposed mitigation measures. The screening tool will be revised to reflect and issues that may be related to labour once ORMS is open for editing. d. The ESCMF (4.2.2 page 101) and ESCMP (page 113 - 114) have been updated to include possible risks from increase in traffic following road construction/rehabilitation and influx of project workers during construction). The screening tool will be revised once ORMS is open for editing. The ESCMF and the LMP have been amended accordingly. Additional documents which may be required during implementation depending on the revised screening have been noted. Biodiversity Impact Assessment and Biodiversity Management Plan, and Indigenous Peoples Planning Framework and/or Indigenous Peoples Plan Biodiversity Impact Assessment and Biodiversity Management Plan, and Indigenous Peoples Planning Framework and/or Indigenous Peoples Plan.

		Assessment and Biodiversity Management Plan, and Indigenous Peoples Planning Framework and/or Indigenous Peoples Plan	
Procurement	Pass	The procurement arrangements of this project are well developed. It includes the adoption of national and IFAD procurement regulations, the use of both national and IFAD SPDs, the available PRM in OPEN and IPRM with acceptable mitigation measures, how to address SECAP risks in procurement in the PIM, the first 18-month Procurement Plan, the clear ToRs for procurement staff in the PMU and the available PPS. The Implementing Agency is also clearly defined, and it will be “Ministry of Agriculture and Forestry (MINAGRIF)”. The project also foresees the use of IFAD Procurement Guideline and Handbook, IFAD systems, such as OPEN and CMT, as well as BUILDPROC certification programme. However, we still have some recommendations for the procurement arrangements to further improve: The QaE should be uploaded to ODC	Thank you for the comment. QAE has been uploaded in ODC.
5. Validation of mainstreaming themes ⁴	Pass ⁵	The project includes Climate Finance	
6. PBAS & instruments	N/A	The IFAD13 resources for this project are cleared as follows: \$27 614 000 PBAS (of which \$830 000 is a climate finance top up/ACC to be used to finance climate activities only) and \$5 000 000 BRAM. It is noted that the project will also use \$5 929 905m in cancelled funds from IFAD11	

⁴ **Pass:** The project qualifies to at least one social mainstreaming area (gender transformative/ youth sensitive/ nutrition sensitive) and/or there is potential for climate finance.

Fail: The project does not qualify to at least one social mainstreaming area (gender transformative/ youth sensitive/ nutrition sensitive) nor there is no potential for climate finance. **Fail NR:** Documents not received on time for pre-validation.

⁵ NR = not received

FMD Review	Rating (1-6)	Comments	
1. Financial Management	5	The financial management assessment is comprehensive. The FM and disbursement arrangements are described in the main text including in the PIM. The project geographical coverage is quite large necessitating different tiers of project management at different administrative level. Key risks are articulated and mitigation measures elaborated in section H and in the integrated project risk matrix (IPRM). An FM annex provides detailed arrangements for project implementation The overall FM risk is assessed as Substantial. The project is a multi-phased with a project life of 11 years. Phase one is a 6 year duration with a total budget of USD 55.64 million, with IFAD contribution estimated at USD 34.14 million. Although the recurrent costs appear within the threshold, there is need to review the inconsistency in order to have a clear picture. Few additional points PDT need to consider to finalize the PDR include the following: - There is need to align the risks assessed under each FM pillar and to ensure that the mitigation measures are actionable – SMART and correspond to the risk stated. - The PDT is encouraged to review the PDR together with the annexes to clear the inconsistencies noted in the figures. The amounts indicated as total financing from IFAD differs between the PDR part on context and the other sections of the document including the annexes.	- This comment was applicable only for Staffing and organisation, and internal controls and these sections in the IPRM and Annex 12- FM Assessment have been revised accordingly. - There have been last minute changes in financings, therefore there were inconsistencies between PDR and ANNEXs. Costab will be updated, and all figures will be aligned accordingly. Staffing and Organisation Framework Arrangement. Following para added to FM pillar on Staffing and Organisation in the PDR: The <u>central PMU will be located in Luanda and there will be five Project Provincial Implementation Units (PPIUs). The majority of Financial Management (FM) functions will be performed at the PMU, Luanda and they will have the overall oversight responsibility.</u> Para 149. Credit facilities and FM Arrangements. The project will have <u>two-Tiers financing schemes (grants), and will also support beneficiaries to access to agricultural finance credits by engaging them</u> with different financing mechanisms available in the country (e.g. FADA, FGC, Kixi Crédito, FACRA commercial banks); A service provider will be contracted to implement this activity. Detailed contractual agreements will be developed, outlining the roles, responsibilities, performance expectations, and reporting requirements of the service provider. The PMU will be responsible for financial oversight, and this will involve establishing strong internal controls to ensure the integrity and accuracy of financial transactions. Regular audits will be scheduled to verify compliance with financial management standards and identify any discrepancies or irregularities. Mechanisms will be implemented to ensure transparency and accountability, including clear reporting lines and oversight responsibilities. The following statement has been added to the PDR: The accounting and financial reporting framework for the grant activities is detailed in the financial management section of the PIM (Annex 6). In addition, the FM annex of the PIM has been revised to include the framework.

		• The FM inputs within the PDR under the FM pillar on Staffing and Organization can be improved to provide the framework arrangements. The summary provided in the FM annex suits here best. Similarly the project will provide credit facilities (Par 149) and so the PDT should capture the framework arrangements for these within the FM accounting and reporting pillar. • Reference is made in some paragraphs (105) to outsourcing of the implementation of some sub components to an NGO; what will be the FM arrangements and will a due diligence be made in such situations? It will be proper to give some clarity on the outsourcing arrangements.	• The reference made in paragraph 105 was mistakenly referred to as outsourcing; it should be "service provider," which is more collaborative and focuses on achieving specific outcomes. The PMU will engage service providers for the implementation of some sub-components. Selection of the service provider will be on a competitive basis and if due diligence is needed, this will be performed by the LPA/PMU. The recruitment process will be through OPEN and will be subject to IFAD's No objection. The FM arrangements will include clearly defining the roles, responsibilities, and expectations in the contractual agreements. This should cover financial management, reporting requirements, and performance metrics.
Overall Quality at Entry	4		

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex: Pim Annex 3a Terms Of References

Mission Dates: 12/08/2024 30/08/2024

Document Date: 16/04/2025

Project No. 2000003951

Report No. 7128-AO

East and Southern Africa Division
Programme Management Department

Terms of Reference

Monitoring and Evaluation Manager

Reporting: Reporting to the Project Manager

Duty station. The duty station will be located in Luanda, in Angola, and the total duration of contract of five years (first phase of the project). It is estimated that the Project Coordinator would be present at least half of time in the project selected municipalities in targets provinces.

Background Qualifications and Experience of the M&E Manager

IFAD will hire a competent, energetic and committed individual interested in managing of M&E operations for the PRODESA. The incumbent will be expected to meet the following requirements:

- University degree in statistics, international or rural development or other relevant discipline
- At least five years of experience and excellent track record in development programmes of which at least two in managing M&E systems
- Proficient in Portuguese, working knowledge of English desirable
- Computer skills especially statistical analysis using SPSS, Ms Access, Excel, among others and database management
- Communication, analytical and writing skills
- Good knowledge of Programme Cycle Management and Development

Scope of Technical Services

The project will be managed through a Project Management Unit within IDA. The project is looking for a competent and experienced Monitoring and Evaluation Officer to lead the manage all M&E processes, including the identification, documentation, processing and timely availability of relevant project data, that allows the project to track progress in implementation, results in all project target groups and project effects. Specifically the incumbent will be responsible for:

- Elaborating a detailed M&E Implementation Plan, elaborating from the M&E Plan elaborated in the project's design phase, in close collaboration with IFAD's M&E specialist and project programme officers, ensuring that all key indicators are identified at the onset of project operations, disaggregating as required, and in line with Government (IDA) M&E systems;
- Recruit one project data encoder;
- Recruit programmer to create databases required by the project for M&E purposes;
- Develop all necessary forms for data collection, report templates for all the different reporting levels, aggregation maps;
- Train any service providers and collaborators in M&E concepts and project requirements;
- Ensure that are data collection requirements are being met at high quality standards;
- Establish and implement a regular data quality verification system;
- In coordination with the Community Development Officer, ensure that data maps on activities implemented can adequately show if target groups are effectively being met (including gender and age group quotas within each target group);
- Ensure timely elaboration of complete data maps for regular analysis by programme staff, report elaboration and to inform planning cycles;

- In close coordination with the Project Manager and other project staff, prepare all data and other information required for annual meetings with communities, and participate in these meetings (with clusters of project target communities);
- In collaboration with Programme Officers, identify opportunities to contribute to the generation of knowledge, identifying and participating in relevant venues where project data can inform policy reflection, dialogue and development at national, regional and international level;
- Ensure that all M&E activities implemented, plans and needs are adequately reflected in project reports, plans and budgets;
- Coordinate the implementation of project special studies and surveys;
- Support the development of IDA's M&E systems as appropriate; and
- Overall responsibility for the quality of all data produced by the project through its M&E system.

The following are desirable competencies:

- Ability to work well in teams and to interact with a wide range of government institutions, private sector representatives and development partners;
- Knowledge of communication and KM;
- Strong written and oral communication skills;
- Excellent analytical skills;
- Open-minded and able to work independently, with limited supervision.
- Fluency in Portuguese and English.

Qualifications

- University Degree preferably in Business Administration, Economics or related field
- At least 5 years of experience in the design and implementation of M&E/MIS in Agricultural development projects implemented by national/international NGOs /UN bodies/ Government;
- Experience in designing tools and strategies for data collection, analysis and production of reports;
- Proven ICT skills, especially in the development of MIS software using database software;
- Expertise in analyzing data using statistical software;
- Strong training & facilitation skills.
- Language Requirements: Fluency in written and spoken English, and Portuguese.

Terms of reference for FFS/APFS Service Provider

Objective

Overall objective of this contract is to address the high levels of food insecurity and malnutrition in the project's target areas and to support smallholder farmers and agro-pastoralists to sustainably improve agriculture production, productivity, diversification and resilience of their farming systems in the face of changing climatic conditions. The specific objective is to provide capacity-building training through the provision of extension services based on the FFS methodology to equip beneficiary smallholder farmers in the target communities with the knowledge, analytical and decision-making skills to enable them to adapt and adopt improved, sustainable and resilient farming practices and technologies

Scope of Works

The scope of work of the service provider will be to implement subcomponent 1.2 of PRODESA through the establishment and implementation of Farmer Field Schools and Agro-pastoral Field Schools in the target communities of the project. The service provider will also provide capacity-building training on the FFS/APFS methodology and technical issues to the staff recruited for the extension network and to build and strengthen the analytical, managerial and technical knowledge and skills of the smallholder farmers benefiting from the project.

Deliverables

The service provider is expected to deliver the following outputs:

1. Report of the rapid rural assessment conducted to map value chain actors and existing farmer groups and organisations, as well as to assess needs and socio-economic and agro-climatic conditions in the project's target communities
2. Detailed plan for the provision of extension services, including the steps to form FFS/APFS learning groups and for the recruitment of extension and other staff to be involved in the implementation of the activities under subcomponent 1.2
3. Curriculum developed for the FFS and APFS training
4. Reports on the implementation of FFS training and refresher courses for extension staff to build and strengthen their knowledge, skills and competencies to provide extension services based on the FFS methodology
5. Reports on the number of FFS/APFS set up and in place and the number of their beneficiaries
6. Reports on the delivery of capacity-building training to assist FFS/APFS learning groups to adopt good agricultural practices (GAPs)
7. Report on the design of a geo-referencing system (Kobo collect or other web-based tool) to monitor the performance and progress of the project's FFS/APFS and the training and guidance provided on its application to extension network staff

Selection Criteria

The evaluation criteria for the selection of a service provider will be based on the following aspects:

- 1) Experience, competence and sound knowledge of technical matters in the field of agriculture, as evidenced by the educational and professional background of its key personnel,
- 2) Track record in the field of rural development, including experience of working with rural communities and farmers 'organisations in the country, in particular farmers' associations and cooperatives,
- 3) Experience in the use of participatory extension approaches and tools, including its know-how in the application of the Farmer Field School (FFS) methodology,
- 4) Communication, facilitation and problem-solving skills, particularly with regard to the creation of an enabling learning environment and the motivation of FFS learning groups and,
- 5) Evidence of experience in managing similar projects.

Terms of Reference (ToR) for Subcomponent 2.2: Public Investments in Market-Oriented Infrastructure

1. Background

The primary objective of Subcomponent 2.2 is to promote market-oriented infrastructure investments that enhance the productivity and connectivity of smallholder farmers, cooperatives, and micro and small enterprises (MSEs). The investments are aimed at addressing critical bottlenecks in the agricultural value chain and minimizing post-harvest losses, thereby contributing to a more resilient and sustainable market system. The infrastructure investments under Subcomponent 2.2 are closely aligned with the priorities established in Subcomponent 2.1 to create a cohesive approach to developing agricultural value chains and foster economic empowerment in rural communities.

2. Objective of the Assignment

The objective of this Terms of Reference (ToR) is to outline the scope, deliverables, and responsibilities for the implementation of public investments in market-oriented infrastructure, specifically focusing on upgrading rural road networks, constructing fortified and small-scale bridges. The ultimate goal is to facilitate efficient farm-to-market transportation, improve market connectivity, and enhance productivity through targeted infrastructure investments.

3. Scope of Work

The service provider(s) will be responsible for the following activities under Subcomponent 2.2:

3.1. Upgrade and Expansion of Rural Roads

- **Conduct Needs Assessment:** Perform a comprehensive assessment of existing rural road networks in targeted areas to determine the specific roads that need upgrading to enhance market connectivity.
- **Road Upgrading:** Upgrade identified rural roads to improve their quality and reliability, ensuring they are accessible throughout the year and capable of supporting the transportation of agricultural goods from farms to markets.
- **Design and Quality Standards:** Design road networks in accordance with international best practices, taking into consideration local conditions, climate resilience, and the requirements for safe transportation of goods.
- **Community Engagement:** Engage with local communities and municipalities to gather feedback on road upgrading plans and ensure alignment with community needs.

3.2. Construction of Fortified Small-Scale Bridges

- **Site Selection:** Identify and select locations where small-scale bridge construction is necessary to improve connectivity, especially in areas with rivers or natural barriers that impede transportation.
- **Design and Construction:** Design and construct fortified small-scale bridges using appropriate materials that ensure climate resilience, safety, and longevity. These bridges must be suitable for supporting the transportation of agricultural goods.
- **Stakeholder Collaboration:** Coordinate with municipalities and community stakeholders to ensure that bridge construction aligns with local infrastructure plans and facilitates improved access to isolated areas.

4. Deliverables

The selected service provider(s) will be responsible for delivering the following:

- **Inception Report:** Detailed work plan outlining how each activity will be executed, timelines, methodologies, and stakeholder engagement plans.
- **Needs Assessment Report:** Comprehensive assessment report identifying roads and bridge locations requiring upgrade and construction, with recommendations for interventions.

- **Design Specifications:** Engineering designs, quality standards, and safety protocols for rural roads and small-scale bridges.
- **Progress Reports:** Monthly progress reports detailing the activities completed, challenges encountered, and proposed mitigation measures.
- **Final Construction Report:** A comprehensive report documenting the completion of road upgrades and bridge construction, including photographs, technical specifications, and lessons learned.
- **Maintenance Plan:** Detailed maintenance plans for the infrastructure, to be handed over to local municipalities and cooperatives.

5. Key Qualifications

The service provider(s) must possess the following qualifications:

- **Experience:** Minimum of 10 years of experience in rural infrastructure development, including road and bridge construction in rural areas.
- **Technical Expertise:** Proven expertise in engineering design and construction of rural infrastructure, including roads and bridges that are climate-resilient and suitable for agricultural logistics.
- **Community Engagement:** Experience in engaging with rural communities and local stakeholders to ensure infrastructure development aligns with community needs and priorities.
- **Agricultural Expertise:** Understanding of agricultural value chains and the specific requirements for improving farm-to-market connectivity in rural settings.

6. Implementation Arrangements

The Project Implementation Unit (PIU) will oversee the implementation of Subcomponent 2.2, with technical supervision from the Institute for Agricultural Development (IDA). The service provider(s) will work in close coordination with:

- **Ministry of Agriculture and Fisheries (MinAGRIF):** Ensure alignment with national agricultural policies.
- **Ministry of Infrastructure and Ministry of Energy and Water:** Ensure that road and bridge construction is integrated into local infrastructure plans and maintained sustainably.
- **Municipalities:** Collaborate with municipalities on the maintenance of infrastructure as part of municipal plans.

The service provider(s) will report to the PIU and coordinate activities with all relevant ministries and local authorities. Periodic meetings will be conducted to review progress, address challenges, and ensure that the project objectives are being met.

7. Duration of the Assignment

The duration of the assignment is estimated to be **on a case by case basis**, starting from the contract signing date. This period includes all phases of needs assessment, design, construction, pilot implementation, and final evaluation.

8. Payment Terms

Payment will be disbursed in instalments linked to the completion of specific deliverables as outlined in the contract.

9. Monitoring and Evaluation

- **Progress Monitoring:** The PIU will monitor progress through regular reports, site visits, and meetings. The service provider(s) will be required to provide monthly progress reports.
- **Final Evaluation:** At the end of the assignment, a final evaluation will be conducted to assess the effectiveness of the infrastructure investments in improving market access, reducing logistical barriers, and enhancing productivity for the target beneficiaries.

10. Evaluation Criteria

The service provider will be evaluated based on the following:

- **Technical proposal:** The comprehensiveness and feasibility of the proposed methodology and work plan.
- **Experience:** Previous experience in infrastructure projects in rural and agricultural contexts.
- **Team composition:** The qualifications and expertise of the personnel assigned to the project.
- **Cost proposal:** The cost-effectiveness of the financial proposal.

11. Submission of Proposals

Interested service providers are required to submit a proposal that includes:

- **Technical Approach:** Description of how the activities will be implemented, including methodology, timelines, and risk mitigation strategies.
- **Team Composition:** CVs of key personnel and a description of their roles in the project.
- **Past Experience:** Description of similar projects completed, with references.
- **Financial Proposal:** Detailed budget for the activities, including all costs related to materials, personnel, logistics, and overheads.

Terms of Reference (ToR) for Project Coordinator

Position Title: Project Coordinator

Location: Luanda, Angola

Reporting to: IDA Director General

Background:

The Project Coordinator will lead the Project Management Unit (PMU) for the PRODESA project, ensuring effective implementation, coordination, and management of all project activities. The role requires strong leadership, strategic planning, and coordination skills to achieve the project's objectives of improving agricultural productivity, enhancing resilience to climate change, and reducing poverty among rural populations in Angola.

Key Responsibilities:

1. Overall Project Management:

- Lead the planning, implementation, and monitoring of all project activities.
- Ensure that project activities are aligned with the project's objectives and timelines.
- Develop detailed work plans, budgets, and schedules for project activities.

2. Coordination and Communication:

- Facilitate communication and collaboration among various stakeholders, including government agencies, local communities, development partners, and other relevant entities.
- Act as the central point of coordination between the PMU, Provincial Project Implementation Units (PPIUs), and other stakeholders.
- Organize and lead regular coordination meetings with project staff and stakeholders.

3. Financial Management:

- Oversee the financial aspects of the project, including budgeting, accounting, and financial reporting.
- Ensure efficient and transparent use of project funds in compliance with IFAD guidelines and national regulations.
- Monitor project expenditures and ensure they are within the approved budget.

4. Procurement:

- Manage the procurement process to ensure timely and cost-effective acquisition of goods and services.
- Ensure that all procurement activities comply with IFAD's guidelines and national regulations.

5. Monitoring and Evaluation:

- Establish and oversee robust monitoring and evaluation systems to track project progress and impact.
- Ensure that project outcomes are measured and reported accurately.
- Prepare and submit regular progress reports to the IDA Director General and other relevant stakeholders.

6. Capacity Building:

- Implement training and development programs to enhance the skills and capabilities of government officials, extension workers, and farmers.
- Support institutional capacity building to ensure sustainability of project activities beyond the project's lifespan.

7. Policy Development and Implementation:

- Support the creation and revision of policies that promote sustainable agricultural practices and improve soil management.
 - Ensure that policy support activities are effectively implemented and aligned with project objectives.
- 8. Stakeholder Engagement:**
- Engage with stakeholders at all levels to ensure their active participation and support for the project.
 - Establish and maintain effective feedback mechanisms to address stakeholder concerns and suggestions.
- 9. Compliance and Accountability:**
- Ensure that all project activities comply with established objectives, timelines, and regulatory requirements.
 - Maintain accountability through regular reporting and transparent management practices.
- 10. Grievance Redress:**
- Establish systems to address complaints and grievances from stakeholders, ensuring transparency and accountability.

Qualifications and Experience:

- Advanced degree in Agriculture, Project Management, Business Administration, or a related field.
- Minimum of 10 years of experience in project management, preferably in the agricultural sector.
- Proven experience in managing large-scale development projects, including financial management and procurement.
- Strong leadership and team management skills.
- Excellent communication and interpersonal skills.
- Ability to work effectively with diverse stakeholders, including government agencies, local communities, and development partners.
- Fluency in Portuguese and English is required.

Key Competencies:

- Strategic Planning and Management
- Financial and Budget Management
- Procurement and Contract Management
- Monitoring and Evaluation
- Capacity Building and Training
- Policy Development and Implementation
- Stakeholder Engagement and Communication
- Problem-Solving and Decision-Making
- Compliance and Accountability

Position Title: Project Assistant

Location: Luanda, Angola

Reporting to: Project Coordinator

Duration: [Specify duration, e.g., 1 years with possibility of extension]

Background:

The Project Assistant will support the Project Coordinator in the day-to-day management and administration of the PRODESA project. This role is crucial for ensuring smooth operations, effective communication, and efficient handling of administrative tasks. The Project Assistant will play a key role in facilitating the implementation of project activities and maintaining organizational efficiency.

Key Responsibilities:

1. Administrative Support:

- Assist the Project Coordinator in scheduling meetings, preparing agendas, and taking minutes.
- Manage correspondence, including emails, letters, and phone calls.
- Maintain project files and documentation, ensuring they are organized and up-to-date.

2. Coordination and Communication:

- Facilitate communication between the Project Management Unit (PMU), Provincial Project Implementation Units (PPIUs), and other stakeholders.
- Coordinate logistics for meetings, workshops, and training sessions.
- Ensure timely dissemination of information and documents to relevant parties.

3. Financial and Procurement Support:

- Assist in the preparation and monitoring of project budgets.
- Support the procurement process by preparing documentation, obtaining quotes, and liaising with suppliers.
- Maintain records of financial transactions and ensure compliance with financial procedures.

4. Monitoring and Reporting:

- Assist in the collection and compilation of data for monitoring and evaluation purposes.
- Prepare draft reports and presentations for review by the Project Coordinator.
- Maintain a calendar of reporting deadlines and ensure timely submission of reports.

5. Capacity Building:

- Support the organization and delivery of training programs for project staff and beneficiaries.
- Assist in the preparation of training materials and logistical arrangements for training sessions.

6. Stakeholder Engagement:

- Facilitate engagement with stakeholders, including government agencies, local communities, and development partners.
- Assist in organizing stakeholder consultations and feedback sessions.
- Maintain a database of stakeholder contacts and interactions.

7. Compliance and Accountability:

- Ensure that all project activities comply with established objectives, timelines, and regulatory requirements.
- Maintain accountability through accurate record-keeping and transparent management practices.

Qualifications and Experience:

- Bachelor's degree in Business Administration, Project Management, or a related field.
- Minimum of 3 years of experience in administrative or project support roles.
- Strong organizational and time management skills.
- Excellent communication and interpersonal skills.
- Proficiency in Microsoft Office Suite (Word, Excel, PowerPoint).
- Ability to work independently and as part of a team.
- Fluency in Portuguese and English is required.

Key Competencies:

- Administrative and Organizational Skills
- Financial and Budget Management
- Procurement and Contract Management
- Monitoring and Reporting
- Capacity Building and Training
- Stakeholder Engagement and Communication
- Problem-Solving and Decision-Making
- Compliance and Accountability

Terms of Reference (ToR) for Project Coordinator (IDA Head of Department)

Position Title: Project Coordinator (IDA Head of Department)

Location: [Specify Province], Angola

Reporting to: Project Management Unit (PMU) Project Coordinator and IDA Director General

Duration:

Background:

The Project Coordinator (IDA Head of Department) will lead the Provincial Project Implementation Unit (PPIU) and oversee the implementation of the PRODESA project at the provincial level. This role is critical for ensuring that project activities are effectively executed, aligned with the overall project objectives, and responsive to local needs.

Key Responsibilities:

1. Provincial Project Management:

- Lead the planning, implementation, and monitoring of all project activities at the provincial level.
- Ensure that provincial activities are aligned with the overall project objectives and timelines.
- Develop detailed provincial work plans, budgets, and schedules for project activities.

2. Coordination and Communication:

- Facilitate communication and collaboration among provincial stakeholders, including government agencies, local communities, and development partners.
- Act as the central point of coordination between the PPIU and the PMU.
- Organize and lead regular coordination meetings with provincial project staff and stakeholders.

3. Financial Management:

- Oversee the financial aspects of the project at the provincial level, including budgeting, accounting, and financial reporting.
- Ensure efficient and transparent use of project funds in compliance with IFAD guidelines and national regulations.
- Monitor provincial project expenditures and ensure they are within the approved budget.

4. Procurement:

- Manage the procurement process at the provincial level to ensure timely and cost-effective acquisition of goods and services.
- Ensure that all procurement activities comply with IFAD's guidelines and national regulations.

5. Monitoring and Evaluation:

- Establish and oversee robust monitoring and evaluation systems to track project progress and impact at the provincial level.
- Ensure that project outcomes are measured and reported accurately.
- Prepare and submit regular progress reports to the PMU Project Coordinator and other relevant stakeholders.

6. Capacity Building:

- Implement training and development programs to enhance the skills and capabilities of provincial government officials, extension workers, and farmers.

- Support institutional capacity building to ensure sustainability of project activities beyond the project's lifespan.
- 7. Policy Development and Implementation:**
 - Support the creation and revision of policies that promote sustainable agricultural practices and improve soil management at the provincial level.
 - Ensure that policy support activities are effectively implemented and aligned with project objectives.
- 8. Stakeholder Engagement:**
 - Engage with provincial stakeholders to ensure their active participation and support for the project.
 - Establish and maintain effective feedback mechanisms to address stakeholder concerns and suggestions.
- 9. Compliance and Accountability:**
 - Ensure that all provincial project activities comply with established objectives, timelines, and regulatory requirements.
 - Maintain accountability through regular reporting and transparent management practices.
- 10. Grievance Redress:**
 - Establish systems to address complaints and grievances from provincial stakeholders, ensuring transparency and accountability.

Qualifications and Experience:

- Advanced degree in Agriculture, Project Management, Business Administration, or a related field.
- Minimum of 10 years of experience in project management, preferably in the agricultural sector.
- Proven experience in managing large-scale development projects, including financial management and procurement.
- Strong leadership and team management skills.
- Excellent communication and interpersonal skills.
- Ability to work effectively with diverse stakeholders, including government agencies, local communities, and development partners.
- Fluency in Portuguese and English is required.

Key Competencies:

- Strategic Planning and Management
- Financial and Budget Management
- Procurement and Contract Management
- Monitoring and Evaluation
- Capacity Building and Training
- Policy Development and Implementation
- Stakeholder Engagement and Communication
- Problem-Solving and Decision-Making

Terms of Reference (ToR) for Team Leader

Position Title: Team Leader

Location: [Specify Province], Angola

Reporting to: Project Coordinator (IDA Head of Department)

Duration:

Background:

The Team Leader will support the Project Coordinator in managing the Provincial Project Implementation Unit (PPIU) and overseeing the implementation of the PRODESA project at the provincial level. This role is essential for ensuring that project activities are effectively executed and that the team operates efficiently.

Key Responsibilities:

1. Support to Project Coordination:

- Assist the Project Coordinator in the planning, implementation, and monitoring of all project activities at the provincial level.
- Ensure that provincial activities are aligned with the overall project objectives and timelines.
- Help develop detailed provincial work plans, budgets, and schedules for project activities.

2. Team Management:

- Provide leadership and guidance to the PPIU staff.
- Ensure that all team members understand their roles and responsibilities and are working towards the project's objectives.
- Facilitate regular team meetings to review progress and address any issues.

3. Financial and Administrative Support:

- Assist in overseeing the financial aspects of the project at the provincial level, including budgeting, accounting, and financial reporting.
- Support the procurement process to ensure timely and cost-effective acquisition of goods and services.
- Ensure that all financial and administrative activities comply with IFAD's guidelines and national regulations.

4. Monitoring and Evaluation:

- Assist in establishing and overseeing robust monitoring and evaluation systems to track project progress and impact at the provincial level.
- Help ensure that project outcomes are measured and reported accurately.
- Assist in preparing and submitting regular progress reports to the Project Coordinator and other relevant stakeholders.

5. Capacity Building:

- Support the implementation of training and development programs to enhance the skills and capabilities of provincial government officials, extension workers, and farmers.
- Assist in supporting institutional capacity building to ensure sustainability of project activities beyond the project's lifespan.

6. Stakeholder Engagement:

- Engage with provincial stakeholders to ensure their active participation and support for the project.
- Assist in establishing and maintaining effective feedback mechanisms to address stakeholder concerns and suggestions.

7. Compliance and Accountability:

- Ensure that all provincial project activities comply with established objectives, timelines, and regulatory requirements.
- Maintain accountability through accurate record-keeping and transparent management practices.

8. Grievance Redress:

- Assist in managing the grievance redress mechanism, ensuring that complaints and grievances from provincial stakeholders are addressed promptly and effectively.

Qualifications and Experience:

- Bachelor's degree in Agriculture, Project Management, Business Administration, or a related field.
- Minimum of 5 years of experience in project management or team leadership roles, preferably in the agricultural sector.
- Strong leadership and team management skills.
- Excellent communication and interpersonal skills.
- Proficiency in Microsoft Office Suite (Word, Excel, PowerPoint).
- Ability to work independently and as part of a team.
- Fluency in Portuguese and English is required.

Key Competencies:

- Team Leadership and Management
- Financial and Budget Management
- Procurement and Contract Management
- Monitoring and Evaluation
- Capacity Building and Training
- Stakeholder Engagement and Communication
- Problem-Solving and Decision-Making
- Compliance and Accountability

Terms of Reference (ToR) for Community Development and Social Inclusion Specialist (TA)

Position Title: Community Development and Social Inclusion Specialist (Technical Assistance)

Location: [Specify Province], Angola

Reporting to: Project Coordinator (PPIU)

Duration:

Background:

The Community Development and Social Inclusion Specialist will work on engaging local communities, ensuring their inclusion in the project, and addressing social issues. This role is vital for promoting social inclusion, community participation, and addressing the needs of vulnerable groups.

Key Responsibilities:

- 1. Community Engagement:**
 - Develop and implement strategies for effective community engagement and participation.
 - Facilitate community meetings, workshops, and consultations to gather input and feedback.
 - Promote the active involvement of local communities in project activities.
- 2. Social Inclusion:**
 - Identify and address social issues affecting project beneficiaries, including gender, youth, and vulnerable groups.
 - Develop and implement social inclusion plans and initiatives.
 - Ensure that project activities are inclusive and accessible to all community members.
- 3. Capacity Building:**
 - Provide training and capacity-building programs for community members and local organizations.
 - Enhance the skills and knowledge of community leaders and representatives.
 - Support the formation and strengthening of community-based organizations.
- 4. Monitoring and Evaluation:**
 - Develop and implement monitoring and evaluation frameworks to assess the impact of community development and social inclusion activities.
 - Collect and analyze data on social inclusion and community engagement.
 - Prepare and submit regular progress reports to the Project Coordinator.
- 5. Stakeholder Engagement:**
 - Engage with local government agencies, NGOs, and other stakeholders to promote social inclusion and community development.
 - Facilitate partnerships and collaborations with relevant organizations.
 - Address any concerns or issues raised by stakeholders.
- 6. Knowledge Management:**
 - Document best practices, success stories, and lessons learned from community development and social inclusion activities.
 - Develop knowledge products such as manuals, guides, and case studies.
 - Disseminate knowledge products to community members and other stakeholders.

Qualifications and Experience:

- Advanced degree in Social Sciences, Community Development, or a related field.
- Minimum of 5 years of experience in community development and social inclusion, preferably in the agricultural sector.
- Strong knowledge of social inclusion principles and best practices.
- Excellent training and facilitation skills.
- Experience in monitoring and evaluation of social programs.
- Fluency in Portuguese and English is required.

Key Competencies:

- Community Engagement and Participation
- Social Inclusion and Equity
- Capacity Building and Training
- Monitoring and Evaluation
- Stakeholder Engagement and Communication
- Knowledge Management

Climate Environmental and Social Safeguards Specialist (TA)**Background**

The Sustainable Development for Subsistence Family Farmers Program (PRODESA) aims to improve food and nutrition security, enhance agriculture-derived income, and build resilience to climate change among smallholder farmers in Angola. The project addresses critical issues related to environmental, social, and climate impacts, requiring a proactive approach to ensure sustainable implementation. The Climate Environmental and Social Safeguards Specialist will be a key member of the Project Management Unit (PMU) and ensure that all project activities are in compliance with IFAD's Social, Environmental, and Climate Assessment Procedures (SECAP).

Objective

The primary objective of the Climate Environmental and Social Safeguards Specialist is to ensure that all project interventions are implemented with minimal adverse impacts on the environment and local communities, while maximizing opportunities for climate resilience and sustainable development. The Specialist will develop, implement, and monitor environmental, social, and climate safeguards in line with IFAD policies and Angolan regulatory frameworks.

Key Responsibilities

- Environmental and Social Risk Assessment
- Conduct environmental and social risk assessments for all project activities, ensuring compliance with SECAP, IFAD policies, and national environmental regulations.
- Identify and categorize project risks and develop mitigation measures to minimize negative impacts on communities and the environment.
- Safeguards Implementation and Monitoring
- Develop and implement Environmental and Social Management Plans (ESMPs) and Climate Adaptation Plans for the project.
- Monitor compliance with environmental and social safeguards throughout the project cycle, conducting regular field visits to project sites to assess adherence to mitigation measures.
- Ensure that vulnerable groups, including women, youth, and marginalized communities, are adequately considered in project planning and implementation.

Capacity Building

- Train PMU staff, provincial coordinators, implementing partners, and community stakeholders on environmental and social safeguards, including climate adaptation best practices.
- Develop relevant training materials and provide on-site support to build capacity for implementing safeguards effectively.

Stakeholder Engagement

- Engage with stakeholders, including local communities, government authorities, and civil society organizations, to promote understanding and compliance with safeguard measures.
- Facilitate public consultations to ensure community input is included in the decision-making process, ensuring Free, Prior, and Informed Consent (FPIC) when relevant.
- Reporting and Documentation
- Prepare and submit timely environmental and social safeguard reports to the Project Coordinator and IFAD, including updates on compliance, emerging risks, and mitigation activities.
- Maintain documentation of all assessments, consultations, and safeguards-related activities for protect monitoring and evaluation purposes.

Grievance Mechanism

- Develop and manage a grievance redress mechanism to address community concerns related to environmental and social impacts. Ensure that grievances are adequately recorded, addressed, and resolved in a timely manner.

Climate Resilience Integration

- Integrate climate resilience considerations into all stages of project implementation, from planning through to monitoring, ensuring alignment with climate adaptation goals.
- Support the development of climate-smart interventions and practices to enhance the sustainability of project outcomes.

Qualifications and Experience

- Education: Advanced degree in Environmental Science, Natural Resource Management, Social Sciences, Climate Change, or a related field.
- Experience: At least 7 years of professional experience in environmental and social safeguards, preferably in the context of agriculture or rural development projects.
- Knowledge: Strong understanding of IFAD's SECAP, environmental policies, and Angolan environmental regulations. Experience in conducting environmental and social risk assessments.
- Skills: Excellent interpersonal and communication skills, ability to work with diverse stakeholders, strong problem-solving skills, and the ability to translate technical information into practical guidance.
- Languages: Fluency in English and Portuguese is required.

Key Competencies

- Demonstrated experience in developing and implementing Environmental and Social Management Plans (ESMPs).
- Proven ability to conduct stakeholder consultations, including vulnerable communities.

- Strong analytical skills for risk assessment and mitigation planning.
- Ability to manage complex processes involving multiple stakeholders.
- Commitment to promoting social inclusion, gender equality, and climate resilience.
- Performance Indicators
- Timely completion of environmental and social risk assessments and ESMPs.
- Effective integration of safeguards into project activities.
- Number of training sessions conducted and stakeholders trained.
- Number of grievances resolved in a timely manner.
- Compliance with SECAP and national regulations in all project activities.

BASELINE CORE OUTCOME INDICATORS SURVEY

1. BACKGROUND AND CONTEXT (refer to PDR)

2. DESCRIPTION OF THE PROJECT (refer to PDR)

3. PURPOSE AND OBJECTIVES OF THE CONSULTANCY

3.1. Purpose

The planned study aims at carrying out a baseline survey which will consist of quantitative information. The study will examine the status of thematic areas addressed by the project: Agricultural/livestock production – Employment – Nutrition – Financial services – Producers Organizations – Rural enterprises – Climate resilience – and other impact or project specific thematic area. This study constitutes one of the stages of the project evaluation process and is part of a global evaluation plan.

3.2. Objectives

The main objective of the study is to develop the sample design, conduct the data collection and analysis and report writing of the Baseline survey to be used for the project evaluation process. The information to be collected includes information related to project activities in order to derive baseline data on Outcome and/or impact.

The survey will measure the baseline values of project outcomes and impact indicators, and individual/household characteristics at project start. The baseline survey will be conducted on a sample of potential beneficiaries from the eligible population. Baseline data provide information on beneficiaries and comparison groups before the programme is implemented and are important for measuring pre-intervention outcomes and establish benchmark information for selected indicators. The analysis of baseline data will also be used to assess targeting effectiveness, that is, whether or not the PRODESA is going to reach its intended beneficiaries.

4. METHODOLOGICAL REQUIREMENTS FOR QUANTATIVE SURVEY

The Programme intends to conduct a Baseline survey to obtain quantitative data that will enable to monitor and evaluate the Programme's results. The scope of the services required under this Terms of Reference include the collection of data at Individual, Household, or Producers Organization or Rural Enterprises levels. The set of indicators to be collected will be based on Programme's log-frame indicators.

4.1. Questionnaire and variables

To be updated at Start-up.

4.2. Sample frame

The Project Team will provide potential beneficiaries lists compiled through the Participatory Rural Diagnostics (DRP) conducted by the IDA at project start, and Community Planning database (if available) for the firm select s sample. Otherwise, the project will provide any available secondary data or request the firm to conduct a listing of potential beneficiaries in order to facilitate the drawing of the sample within the eligible population.

4.3. Sampling method

To be updated at Start-up.

4.4. Sample size

The sample size will be determined based on the Rule of Thumb or calculated using a power formula. It is expected that the PMU will not have identified beneficiaries at the time of the survey. Based on the Rule of Thumb, a baseline sample size should equal 1500 respondents. Alternatively, the sample size could be calculated using a **power formula** from the world bank^[1]

4.5. Probability sampling:

The firm will use a probability sampling, ensuring all the members of the population have equal chance to be a part of the sample, by applying random selection of sample elements within the desired population. Note that decisions on the final sampling strategy will be made upon IFAD's approval.

4.6. Data quality control^[2]

Effective data collection, entry, and storage mechanism is critical for ensuring data quality. This required sufficient time allocated to the review the data and assure its quality. The following strategies should be used: Double data entry; Spot checking; Sort data to find missing data, outliers, high, or low values; Use automation, such as drop-down menus; Format a database to accept only numbers; Review data for anomalies; Discuss data discrepancies and/or findings with implementers.

Data-quality checks can be implemented while collecting the data rather than ex-post as in the case of paper -based surveys by using electronic devices for the data collection.

4.7. Computer entry^[3]

The use of electronic devices and georeferencing is recommended.

4.8. Analysis and report^[4]

- **Analysis**

To be updated at Start-up.

- **Report**

The firm will work in close collaboration with the Project Team and other implementing partners, to enable a learning process and to maximise transparency and accountability throughout the report writing process. Once the surveys have been conducted and their quality controlled, the analysis of the results should be presented in a report. The report should summarize the conclusions emerging from the analysis and include the following elements: the description of the methodology used; the questionnaire; the list of villages/communities surveyed; the results of the survey; the updated logframe (at least CIs at outcome levels); the ToC and its description based on the results of the survey; the analysis and interpretation of the results (detailed analysis with statistical significance and summarized tables for each indicator); and the survey database should also be provided to project staff and IFAD.

5. DETAILED LIST OF ACTIVITIES AND DELIVERABLES

The firm will work in close collaboration with the concerned general experts of the implementing agency and under the supervision of the Project Team and IFAD in the development and supervision of all phases of data collection and following analysis of the dataset.

5.1. List of activities

□ Phase 1 - Inception phase

The stage involves Initial situational analysis and review of project materials and data:

The Project Team shall be responsible for providing key background documentation to the firm (financing agreements, Logframe, ToC, startup reports, supervision reports, etc). Existing and previous data to be provided by the project: Logframe, ToC, List of beneficiaries if any or preliminary listing of potential beneficiaries, secondary data, etc.

□ Phase 2 –Sampling strategy and survey instrument development

The stage involves the development of the survey questionnaire; the sampling design; clearance by Project Team and IFAD of pilot sampling design and the questionnaire; development of interview manuals and instructions for field staff; training of interviewers for the pilot study, and study fieldwork; revision of the pilot study questionnaires; analysis of pilot study results, introducing adjustments to the draft questionnaire; development of the Final Questionnaire; development of an appropriate data management system with adequate quality controls; Clearance of the final questionnaire and sampling design by Project Team and IFAD.

□ Phase 3 – Fieldwork Activities^[5]

Preparation for field work (recruitment of interviewers, printing of questionnaires and other fieldwork documents); Staffing and Enumerator training; Administrative approval from necessary authorities; Qualitative data collection at Individual, Household, Producers Organization/Rural Enterprises level; and data quality control.

□ Phase 4 - Data Processing, Analysis and Final Report Preparation

Database formation, Data entry and cleaning, Statistical analysis of the data, Preparation of the final report, Translation of the final report, Clearance of the report.

5.2. Deliverables

Once selected, the firm will produce the following deliverables for this project: i) Updated working calendar and delivery schedule, ii) Survey design describing the sampling strategy, data collection instruments and data entry methodology iii) Final questionnaire including electronic format (Stata, SPSS or SAS), iv) List of households to be interviewed and list of communities/villages surveyed, v) Training manual for field staff and enumerators vi) Training of field staff and enumerators; vii) Final Survey Report Analysis and Reporting, and viii) Clean dataset and all the material in electronic format.

The expected tasks for the firm should be performed in accordance with a mutually agreed schedule. Final deliverables should be submitted according to this schedule and within the limits of the contract duration.

Deliverables are subject to agreement by the Project Team and IFAD and preliminary versions should therefore be submitted by the firm in time allowing for comments to be shared and if required changes to be introduced by the firm.

6. COMPETENCIES REQUIRED

6.1. Firm expertise and required qualifications

The selected firm shall possess the following qualifications: Previous experience in carrying out evaluation surveys is a compulsory requirement, including demonstrated experience in designing and conducting evaluations and of organizing surveys on the scale of this project (including survey and sampling design). Strong capacity and experience in planning and organizing survey logistics. Good network of experienced enumerators, supervisors and data entry clerks. Strong capacity in data management and statistics, strong capacity in survey analysis and reporting of results, strong interpersonal skills and a team-oriented spirit. Experience doing household survey work and carrying out evaluations in Angola, and strong background in statistics and econometrics.

6.2. Key staff/ required staff

The proposed team should consist of reasonable number of qualified and experienced professionals having proven track record in designing and implementing socio-economic and baseline studies and/ or evaluation studies and having good depth of understanding of rural development as well as of and gender and social inclusion. The bidders are expected to propose a study coordinator/Team Leader and appropriate number of experts, field supervisors, enumerators and support staff.

Minimum **key professional staff positions** (recommended):

- **Study coordinator/team leader (1):** Advanced degree in economics, statistics, agricultural economics or related field. At least five years relevant experiences in conducting impact evaluations, large quantitative survey implementation and analysis, experience in household and agricultural data collection and analysis required, ability to coordinate teams and ensure timely reporting.

The study coordinator/Team Leader will be in charge of coordinating the planning, implementation of the studies and ensuring that the work is conducted following the highest professional standards. The individual will be in charge of ensuring that the quality control and supervision mechanism in place for the survey is effective, manage the data collection team and ensure that each member performs their specific scope of work.

- **Survey implementation and field supervision Expert (1):** Minimum five years' experience with large survey implementation, experience in implementing household and agricultural surveys required. Preferably with previous experiences in conducting surveys in Angola.

- **Socio-economic researcher:** Advanced degree in economics, agricultural economics or related fields, at least five years' experience in analysing survey data using STATA or equivalent software. Strong background and experience in statistics and econometrics is required. Ability to write clearly and concisely in English. Previous experience in impact evaluation is preferred.

- **Computer specialists in data entry and data bases:** Minimum experience of three years with large survey data sets and data entry software required. The data specialist will develop appropriate data management system with adequate quality controls and finalize the data management system before the data collection team moves to the field. The data management system would also be organized in such a way as to deliver partial datasets on a regular basis to the Project Team.

Key support staff positions (recommended):

- **Field supervisors:** Minimum of 2-3 field supervisors should be hired (best ratio would be 1 supervisor every 4 enumerators). They should be chosen based on the firm's best practices. Some degree of knowledge of local languages is expected at least from a sufficient number of the supervisors.

At least two years' experience in conducting or managing household surveys is required.

- **Survey enumerators:** Minimum of 8-10 enumerators should be hired. Minimum qualifications include knowledge of local language. Preference should be given to candidates with experience in quantitative data collection in rural Angola, namely, on the themes of the questionnaire.

- **Data entry technicians:** Minimum qualifications include knowledge of local language and advanced computer skills. Preference should be given to candidates with experience in quantitative data entry and/or previous experience in survey work.

7. ADMINISTRATIVE AND OTHER ASPECTS

7.1. Proposal content

Interested consulting companies should submit their applications consisting of the following documents/information to demonstrate their qualifications:

- **Technical Proposal** will include: the profile of the company, relevant experience for the assignments, staffing (CV of each team member), proposed methodology to perform the assessment, the size of the sample to be analysed, the work plan and schedule (activities) and resources (including number of person-day).

- **Financial proposal** will obligatorily include the consulting fee and operational expenditures related to the assignment. The survey company will provide a break-down of the budget by the activities mentioned in the Activities section above.

7.2. Conditions for offer's submission

To be considered interested companies should submit their proposal (technical and financial offer) in original and a copy in separate sealed envelopes. Each envelope will consist of the technical and financial offer sealed in separate envelopes as well (a total of 2 envelopes, each with 2 envelopes inside).

7.3. Selection Process

To be updated at Start-up in collaboration with Procurement team.

7.4. Budget and mode of payment

To be updated at Start-up in collaboration with Procurement team.

7.5. Future Use of the Data

The clean dataset as well as the resulting reports will be property of the Project Team and IFAD.

^[1] See STEP 3.3 of the COI measurement guidelines for further details

^[2] See STEP 5.1 of the COI measurement guidelines for further details.

^[3] See STEP 5.3 of the COI measurement guidelines for further details.

^[4] See STEP 5.3 of the COI measurement guidelines for further details

^[5] See STEP 4 of the COI measurement guidelines for further details

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex: Annex 14 Prodesa Typologies Of Target Provinces

Mission Dates: 12/08/2024 30/08/2024

Document Date: 16/04/2025

Project No. 2000003951

Report No. 7128-AO

East and Southern Africa Division
Programme Management Department

	TYPOLOGY 1 SAN PEOPLE	TYPOLOGY 2 CUANDO CUBANGO SOUTH	TYPOLOGY 3 LUNDA NORTH & LUNDA SOUTH	TYPOLOGY 4 CUANDO CUBANGO NORTH & MOXICO	TYPOLOGY 5 BIÉ
Farmer type/ Production	- Hunter gatherers - No production assets - Mainly focused on gathering wild fruits, hunting animals and other nature-derived sources of subsistence - Interested in farming, but facing challenges in undertaking organized production activities - No access to mechanization and services - Very rural settings	- Hunter gatherers/ Pastoralists/ Smallscale farming (0.1-0.2 ha) - Subsistence farming - Rainfed agriculture - Mainly focused on sorghum, millet and beans (some maize, cassava and little horticulture production) - Farming still relatively new as a practice - Most families are engaged in livestock (even if to a small scale) - Little to no use of/access to mechanization - No access to (formal) quality agro-inputs + high costs of agro-inputs - Interest in engaging more in agriculture production	- Smallscale farming (1-2 ha), very few Cooperatives - Subsistence farming - Rainfed agriculture - Mainly focused on cassava, maize, sweet potato, groundnut, rice and horticulture - Farming still relatively new as a practice - Little engagement in livestock - Little to no use of/access to mechanization - No access to (formal) quality agro-inputs + high costs of agro-inputs - Interest in engaging more in agriculture production	- Smallscale farming (1-2 ha), very few Cooperatives (3-6ha) - Still mainly subsistence farming, but with some shifts to sales of exceeding production - Weak/few FFSSs (and weak SACCOS) - Predominantly rainfed agriculture - Main crops are maize (<i>Quando Cubango</i>), Cassava (<i>Moxico</i>), beans, sweet potato, grounds nuts (<i>Moxico</i>) and horticultural products (onion, cabbage, tomato, kale, rape, garlic, etc.) - Little engagement in livestock - Mostly rudimental irrigation - Low access to mechanization + high costs of access to mechanization services - Low access to (formal) quality agro-inputs + high costs of agro-inputs - Interest in shifting farming practices	- Smallscale farming (0.5-1.5ha)/ Cooperatives (5-10ha) - Focus on subsistence farming, but with efforts to engage more in cash crops and sales of exceeding production - Many FFSSs promoted under MOSAP I and II - Rainfed agriculture, mainly focused on horticulture irish potatoes, wheat (with first timid outgrower schemes, beans, maize, cassava) - Little engagement in livestock - Some small cases of irrigated fields (but still mostly rudimental) - Low access to mechanization + high costs of access to mechanization services - Low access to (formal) quality agro-inputs + high costs of agro-inputs - Interest in shifting to more market-oriented/ mechanized farming
Value/Supply Chain and Market Access (Infrastructure)	- Little to no access to markets - No sales - Informal exchanging and bartering - Occasionally engaged in labor for food - Very bad primary and feeder roads (with large population dispersion and distances related to the large province)	- Embryonal market access – mainly local markets + cross-border Namibia market - Highly deficient road infrastructure (with few seal roads and bridges) - Little to no transformation of agricultural products	- Mainly focused on local-intra-provincial markets (but with interest to link to neighboring provinces) - Little to no transformation of agricultural products - No access to capital for investments (and very low readiness for it)	- Mainly focused on intra- and inter-provincial (border provinces) markets, with cross-border sales with Zambia (<i>Moxico</i>) - Very low level of value-addition/processing - Low access to capital for investments (and low readiness for it)	Mainly focused on intra- and inter-provincial markets, with growing markets also with Western/Northern provinces + some experience with cross-border trading with buyers coming from Congo (and to a lesser extent Zambia)

		• Little access to transport (mainly carts + boats for river crossing) • No access to capital for investments (and no readiness for it) • Very bad primary and feeder roads (with large population dispersion and distances related to the large province) • Weak markets • Weak market-oriented infrastructure	• Quality of main roads is good in some parts, but feeder roads are in bad conditions • Little access to transport (mainly carts + tricycle motorbikes) • Weak markets • Weak market-oriented infrastructure	• Low level of value-addition/processing • Weak market positioning and need for targeted business development services (BDS) • Land tenure certificates needed for access to finance • Quality of main roads is generally good, but feeder roads are in bad conditions • Little access to transport (mainly carts + tricycle motorbikes + tractors) • Weak market-oriented infrastructure	• Low access to capital for investments (and low readiness for it) • Low level of value-addition/processing • Weak market positioning and need for targeted business development services (BDS) • Land tenure certificates needed for access to finance • Quality of main roads is generally good, but feeder roads are in bad conditions • Little access to quality transport (mainly carts + tricycle motorbikes + tractors – or sporadic rental of small trucks) • Weak market-oriented infrastructure
Vulnerabilities & Risks	• Very limited experience in community governance • Highly impacted by (i) increasing temperatures, (ii) dry spells, (iii) deforestation, (iv) fires • Heavy impact of droughts and dry spells • Land tenure insecurity • High levels of social exclusion/marginalization • Competition of natural assets (e.g. fruits, wild animals/game meat, etc.)	• Very limited experience in community governance • Degraded ecosystems (sandy soils, low water retention) • Heavy impact of droughts and dry spells • Low capacity to adapt or be resilient to climate change • High occurrence of (i) slash and burn, (ii) illegal hunting, (iii) riverbank degradation, (iv) human-wildlife conflicts • Low access to water sources • High level of malnutrition and food insecurity • Land tenure insecurity	• Low experience with community governance • High occurrence of (i) slash and burn, (ii) illegal hunting, (iii) riverbank degradation • Low access to water sources • Communities highly linked and focused on the mining sector • Some cases of malnutrition • Land tenure insecurity (also mining ‘vs’ farming)	• Limited experience in community governance • High occurrence of (i) slash and burn, (ii) illegal hunting, (iii) riverbank degradation • Increasing occurrence of dry spells (<i>Cuando Cubango</i>) • Low access to water sources • Need for increase land tenure security (individual/cooperative) • Risk of cyclical return of farmers/cooperatives to the subsistence farming category	• Limited experience in community governance • High occurrence of (i) slash and burn, (ii) illegal hunting, (iii) riverbank degradation • Increasing occurrence of dry spells (<i>Cuando Cubango</i>) • Low access to water sources • Need for increase land tenure security (individual/cooperative) • Risk of cyclical return of farmers/cooperatives to the subsistence farming category
Opportunities for PRODESA	• Introduction of sustainable ecosystem management practices	• Opportunity to improve the (primordial) farming practices, and	• Opportunity to improve the farming practices, and increase/diversify	• Opportunity to strengthen existing FFSs (and SACCOs), and engage	• Opportunity to strengthen existing FFSs (and SACCOs),

	• Promotion/introduction of subsistence farming practices • Improving nutrition and food security • Improving rural connectivity and select infrastructure	increase/diversify production and sustainable practices • FFSs (ECAs) piloting • Improving nutrition and food security • Possibility to strengthen linkages with Namibia and local/provincial markets • Focus on improving key road infrastructure and access to increased transport and storage options • Improving land tenure • Improving rural connectivity and select infrastructure	production and sustainable practices • FFSs (ECAs) piloting • Improving nutrition • Possibility to strengthen linkages with other local/provincial markets • Focus on improving key road infrastructure and access to increased transport and storage options • Improving land tenure • Improving rural connectivity and select infrastructure • Creating/strengthening an alternative core livelihood to mining	in the creation of new ones • Increasing production and diversification of crops • Improving post-harvest management • Promoting increasingly mechanized farming • Supporting access to additional (rural) finance • Facilitating access to more stable and sustainable markets • Focusing on (basic) value addition/processing • Focus on improving key road infrastructure and access to increased transport and storage options	and engage in the creation of new ones • Increasing production and diversification of crops • Improving post-harvest management • Promoting increasingly mechanized farming • Supporting access to additional (rural) finance • Facilitating access to more stable and sustainable markets • Focusing on (basic) value addition/processing • Focus on improving key road infrastructure and access to increased transport and storage options
Other comments	•	•	•	•	•

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex: Pim Annex 3 To Rs Project Management And Technical Team

Mission Dates: 12/08/2024 30/08/2024

Document Date: 16/04/2025

Project No. 2000003951

Report No. 7128-AO

East and Southern Africa Division
Programme Management Department

A. Terms of Reference (ToRs) for the Project Coordinator

Role Overview

The Project Coordinator plays a pivotal role in leading the Project Management Unit (PMU) and ensuring that all project activities are aligned with the objectives and timelines. The key responsibilities of the Project Coordinator include:

1. Leadership and Management

- **Team Leadership:** The Project Coordinator leads a team of experts within the PMU, providing direction, support, and motivation to ensure effective project implementation.
- **Strategic Planning:** Develops and oversees the strategic plan for the project, ensuring that all activities are aligned with the project's goals and objectives.

2. Coordination and Communication

- **Stakeholder Engagement:** Acts as the primary point of contact for stakeholders, including government agencies, development partners, and beneficiaries. Ensures effective communication and collaboration among all parties involved.
- **Inter-Provincial Coordination:** Facilitates coordination between the PMU and provincial project implementation units (PPIUs), ensuring seamless communication and efficient operations across different regions.

3. Monitoring and Evaluation

- **Progress Tracking:** Monitors the progress of project activities against the established timelines and objectives. Ensures that milestones are met and addresses any delays or issues promptly.
- **Reporting:** Prepares and submits regular progress reports to stakeholders, including detailed updates on project achievements, challenges, and adjustments made.

4. Financial and Administrative Oversight

- **Budget Management:** Oversees the project's budget, ensuring that funds are allocated appropriately and spent efficiently. Monitors financial transactions and ensures compliance with financial regulations.
- **Administrative Duties:** Manages administrative tasks within the PMU, including procurement, logistics, and human resources. Ensures that all administrative processes are streamlined and effective.

5. Capacity Building

- **Training and Development:** Identifies training needs and organizes capacity-building activities for PMU staff and other stakeholders. Ensures that the team is equipped with the necessary skills and knowledge to achieve project objectives.
- **Sustainability Planning:** Develops strategies to ensure the sustainability of project outcomes, including building local capacity and fostering community ownership.

6. Risk Management

- **Risk Assessment:** Conducts regular risk assessments to identify potential challenges and develop mitigation strategies. Ensures that risks are managed proactively to minimize their impact on the project.
- **Contingency Planning:** Develops and implements contingency plans to address unforeseen issues and ensure the continuity of project activities.

7. Enhancing Synergies

- **Collaboration with Other Projects:** Coordinates with PMUs of World Bank and AfDB-supported projects to enhance synergies and ensure integrated implementation of development initiatives. Leverages collaborative efforts to maximize project impact.

B. Terms of Reference (ToRs) for the Project Assistant

Role Overview

The Project Assistant plays a crucial role in supporting the Project Coordinator in daily tasks and administrative duties. The key responsibilities of the Project Assistant include:

1. Administrative Support

- **Documentation:** Assists in preparing, organizing, and maintaining project documentation, including reports, meeting minutes, and correspondence.
- **Scheduling:** Manages the Project Coordinator's calendar, schedules meetings, and coordinates appointments to ensure efficient time management.
- **Communication:** Handles communication with stakeholders, including drafting emails, letters, and other correspondence. Ensures timely and accurate dissemination of information.

2. Coordination and Logistics

- **Meeting Coordination:** Organizes and coordinates meetings, workshops, and training sessions. Prepares agendas, arranges venues, and ensures all necessary materials are available.
- **Travel Arrangements:** Manages travel logistics for the Project Coordinator and other team members, including booking flights, accommodation, and transportation.

3. Financial and Procurement Support

- **Budget Tracking:** Assists in tracking project expenses and maintaining financial records. Supports the preparation of budget reports and financial statements.
- **Procurement:** Helps with procurement processes, including sourcing suppliers, obtaining quotes, and managing purchase orders.

4. Monitoring and Reporting

- **Progress Reports:** Supports the preparation of progress reports by gathering data, compiling information, and ensuring accuracy. Helps in monitoring project milestones and timelines.
- **Data Management:** Maintains project databases and ensures that all data is up-to-date and accessible. Assists in data analysis and reporting.

5. Capacity Building and Training

- **Training Support:** Assists in organizing training sessions for project staff and stakeholders. Prepares training materials and coordinates logistics.
- **Resource Management:** Ensures that training resources and materials are available and properly managed.

6. Stakeholder Engagement

- **Liaison:** Acts as a liaison between the Project Coordinator and stakeholders, ensuring effective communication and collaboration.
- **Feedback Collection:** Helps in collecting feedback from stakeholders and beneficiaries to inform project improvements.

7. General Support

- **Problem Solving:** Provides general support to the Project Coordinator in resolving issues and addressing challenges that arise during project implementation.
- **Team Collaboration:** Works closely with other team members to ensure smooth project operations and effective teamwork.

C. Terms of Reference (ToRs) for the Driver

Role Overview

The Driver plays a crucial role in supporting the Project Management Unit (PMU) by providing reliable transportation services for project staff and ensuring the safe and efficient movement of personnel and materials. The key responsibilities of the Driver include:

1. Transportation Services

- **Personnel Transport:** Provide transportation for project staff, including the Project Coordinator, Project Assistant, and other team members, to various project sites, meetings, and events.
- **Material Transport:** Ensure the safe and timely delivery of project materials, equipment, and documents to designated locations.

2. Vehicle Maintenance

- **Routine Maintenance:** Conduct regular maintenance checks on the project vehicle(s) to ensure they are in good working condition. This includes checking oil levels, tire pressure, brakes, and other essential components.

- **Repairs:** Coordinate with mechanics and service providers for any necessary repairs and servicing of the vehicle(s).

3. Safety and Compliance

- **Safety Protocols:** Adhere to all safety protocols and regulations to ensure the safety of passengers and the vehicle. This includes following traffic laws, wearing seat belts, and ensuring passengers do the same.
- **Documentation:** Maintain accurate records of vehicle usage, maintenance, and fuel consumption. Ensure all necessary documentation, such as insurance and registration, is up-to-date.

4. Coordination and Communication

- **Scheduling:** Coordinate with the Project Coordinator and Project Assistant to schedule transportation needs and ensure timely arrivals and departures.
- **Communication:** Maintain effective communication with project staff to provide updates on transportation status and any potential delays.

5. Support for Project Activities

- **Event Logistics:** Assist in the logistical arrangements for project events, workshops, and training sessions. This includes setting up venues, transporting materials, and providing on-site support.
- **Field Visits:** Support field visits by transporting project staff to remote locations and ensuring they have the necessary supplies and equipment.

6. Emergency Response

- **Emergency Preparedness:** Be prepared to respond to emergencies, such as vehicle breakdowns or accidents, and take appropriate action to ensure the safety of passengers and the vehicle.
- **First Aid:** Maintain a basic first aid kit in the vehicle and be trained in basic first aid procedures.

7. General Support

- **Administrative Assistance:** Provide general administrative support to the PMU as needed, including running errands and assisting with office tasks.
- **Team Collaboration:** Work closely with other team members to ensure smooth project operations and effective teamwork.

D. Terms of Reference (ToRs) for FFS Specialist

Role Overview

The Farmer Field School (FFS) Specialist plays a crucial role in designing, implementing, and managing FFS programs within the Project Management Unit (PMU). The FFS Specialist ensures that farmers receive practical, hands-on training to improve their agricultural practices, enhance

productivity, and promote sustainable farming methods. The key responsibilities of the FFS Specialist include:

1. Program Design and Development

- **Curriculum Development:** Develops comprehensive FFS curricula tailored to the specific needs of farmers in the project area. This includes modules on sustainable agriculture, pest management, soil health, and climate resilience.
- **Training Materials:** Creates and updates training materials, manuals, and guides to support FFS activities. Ensures that materials are accessible and relevant to the local context.

2. Implementation and Management

- **FFS Establishment:** Coordinates the establishment of FFS sites in collaboration with local communities and stakeholders. Identifies suitable locations and ensures that necessary resources are available.
- **Facilitator Training:** Trains FFS facilitators, including extension workers and community leaders, to deliver effective training sessions. Provides ongoing support and mentorship to facilitators.

3. Farmer Engagement and Training

- **Hands-on Training:** Conducts practical, field-based training sessions for farmers, focusing on experiential learning and participatory approaches. Encourages farmers to experiment, observe, and learn from their experiences.
- **Capacity Building:** Builds the capacity of farmers to adopt improved agricultural practices, manage pests, and enhance soil fertility. Promotes the use of sustainable and climate-resilient farming techniques.

4. Monitoring and Evaluation

- **Progress Tracking:** Monitors the progress of FFS activities and evaluates their impact on farmers' knowledge, skills, and productivity. Collects data and feedback to inform program improvements.
- **Reporting:** Prepares regular reports on FFS activities, including achievements, challenges, and lessons learned. Shares findings with the PMU and other stakeholders.

5. Collaboration and Coordination

- **Stakeholder Engagement:** Engages with local communities, government agencies, NGOs, and other stakeholders to ensure the successful implementation of FFS programs. Facilitates collaboration and information sharing.
- **Inter-Provincial Coordination:** Coordinates FFS activities across different provinces, ensuring consistency and alignment with project objectives. Supports provincial project implementation units (PPIUs) in managing FFS programs.

6. Research and Innovation

- **Applied Research:** Conducts applied research to identify and test innovative agricultural practices and technologies. Integrates research findings into FFS curricula and training sessions.
- **Knowledge Sharing:** Promotes the sharing of knowledge and best practices among farmers, facilitators, and stakeholders. Organizes field days, workshops, and exchange visits.

7. Sustainability and Scaling Up

- **Sustainability Planning:** Develops strategies to ensure the sustainability of FFS programs, including building local capacity and fostering community ownership. Plans for the scaling up of successful FFS models.
- **Resource Mobilization:** Identifies and secures resources to support the expansion and sustainability of FFS activities. Collaborates with donors and partners to mobilize funding and technical support.

E. Terms of Reference (ToRs) for Infrastructure Specialist

Role Overview

The Infrastructure Specialist plays a critical role in planning, designing, and overseeing the implementation of infrastructure projects within the Project Management Unit (PMU). The Infrastructure Specialist ensures that all infrastructure activities are aligned with project objectives, meet quality standards, and are completed on time and within budget. The key responsibilities of the Infrastructure Specialist include:

1. Planning and Design

- **Needs Assessment:** Conducts thorough assessments to identify infrastructure needs in the project areas. Engages with local communities and stakeholders to understand their requirements and priorities.
- **Project Design:** Develops detailed designs and specifications for infrastructure projects, including roads, bridges, irrigation systems, and other facilities. Ensures that designs are sustainable, climate-resilient, and meet the needs of the beneficiaries.
- **Feasibility Studies:** Conducts feasibility studies to evaluate the technical, economic, and environmental viability of proposed infrastructure projects.

2. Implementation and Supervision

- **Project Management:** Manages the implementation of infrastructure projects from inception to completion. Develops project plans, schedules, and budgets, and ensures adherence to these plans.
- **Supervision:** Oversees construction activities to ensure that they are carried out according to the approved designs and specifications. Monitors the quality of work and ensures compliance with safety standards and regulations.

- **Contract Management:** Manages contracts with construction firms and service providers. Ensures that all contractual obligations are met and addresses any issues that arise during the implementation phase.

3. Quality Assurance and Control

- **Standards Compliance:** Ensures that all infrastructure projects comply with relevant standards, codes, and regulations. Conducts regular inspections and audits to verify compliance.
- **Quality Control:** Implements quality control measures to ensure that construction materials and workmanship meet the required standards. Addresses any deficiencies promptly to maintain high-quality outcomes.

4. Environmental and Social Safeguards

- **Environmental Management:** Ensures that infrastructure projects are designed and implemented in an environmentally sustainable manner. Conducts environmental impact assessments and develops mitigation plans as needed.
- **Social Safeguards:** Ensures that infrastructure projects do not adversely affect local communities. Engages with communities to address their concerns and ensures that projects provide social benefits.

5. Coordination and Communication

- **Stakeholder Engagement:** Engages with local communities, government agencies, NGOs, and other stakeholders to ensure their involvement and support for infrastructure projects. Facilitates effective communication and collaboration.
- **Inter-Provincial Coordination:** Coordinates infrastructure activities across different provinces, ensuring consistency and alignment with project objectives. Supports provincial project implementation units (PPIUs) in managing infrastructure projects.

6. Monitoring and Reporting

- **Progress Monitoring:** Monitors the progress of infrastructure projects against the established timelines and objectives. Identifies and addresses any delays or issues promptly.
- **Reporting:** Prepares regular progress reports on infrastructure activities, including detailed updates on project achievements, challenges, and adjustments made. Shares findings with the PMU and other stakeholders.

7. Capacity Building

- **Training and Development:** Identifies training needs and organizes capacity-building activities for project staff and local contractors. Ensures that the team is equipped with the necessary skills and knowledge to implement infrastructure projects effectively.
- **Technical Support:** Provides technical support and guidance to PPIUs and other project staff involved in infrastructure activities.

8. Risk Management

- **Risk Assessment:** Conducts regular risk assessments to identify potential challenges and develop mitigation strategies. Ensures that risks are managed proactively to minimize their impact on infrastructure projects.
- **Contingency Planning:** Develops and implements contingency plans to address unforeseen issues and ensure the continuity of infrastructure activities.

F. Terms of Reference (ToRs) for Community Development and Social Inclusion Specialist

Role Overview

The Community Development and Social Inclusion Specialist plays a vital role in ensuring that the project effectively engages with local communities and promotes social inclusion. This specialist is responsible for designing, implementing, and managing community development initiatives and ensuring that all project activities are inclusive and equitable. The key responsibilities of the Community Development and Social Inclusion Specialist include:

1. Community Engagement and Mobilization

- **Community Outreach:** Develops and implements strategies for effective community outreach and engagement. Ensures that all community members, including marginalized groups, are informed about and involved in project activities.
- **Participatory Planning:** Facilitates participatory planning processes to ensure that community members have a voice in decision-making. Organizes community meetings, focus groups, and workshops to gather input and feedback.

2. Social Inclusion and Equity

- **Inclusion Strategies:** Develops and implements strategies to promote social inclusion and equity within the project. Ensures that the needs of vulnerable and marginalized groups, such as women, youth, and people with disabilities, are addressed.
- **Gender Equality:** Promotes gender equality by ensuring that women have equal access to project resources and opportunities. Implements gender-sensitive approaches and monitors their impact.

3. Capacity Building and Empowerment

- **Training Programs:** Designs and delivers training programs to build the capacity of community members and local organizations. Focuses on skills development, leadership, and empowerment.
- **Support for Local Initiatives:** Supports the development and implementation of local initiatives that promote community development and social inclusion. Provides technical assistance and resources to community groups.

4. Monitoring and Evaluation

- **Impact Assessment:** Monitors and evaluates the impact of community development and social inclusion activities. Collects data and feedback to assess progress and identify areas for improvement.
- **Reporting:** Prepares regular reports on community development and social inclusion activities, including achievements, challenges, and lessons learned. Shares findings with the PMU and other stakeholders.

5. Collaboration and Coordination

- **Stakeholder Engagement:** Engages with local communities, government agencies, NGOs, and other stakeholders to ensure their involvement and support for community development initiatives. Facilitates effective communication and collaboration.
- **Inter-Provincial Coordination:** Coordinates community development and social inclusion activities across different provinces, ensuring consistency and alignment with project objectives. Supports provincial project implementation units (PPIUs) in managing these activities.

6. Advocacy and Policy Influence

- **Advocacy:** Advocates for policies and practices that promote social inclusion and community development. Engages with policymakers and stakeholders to influence positive change.
- **Policy Development:** Contributes to the development of policies and guidelines that support community development and social inclusion. Ensures that project activities are aligned with national and international standards.

7. Risk Management

- **Risk Assessment:** Conducts regular risk assessments to identify potential challenges related to community development and social inclusion. Develops mitigation strategies to address these challenges.
- **Conflict Resolution:** Facilitates conflict resolution processes to address disputes and ensure harmonious community relations. Provides mediation and support to resolve conflicts.

8. Sustainability and Scaling Up

- **Sustainability Planning:** Develops strategies to ensure the sustainability of community development and social inclusion initiatives. Builds local capacity and fosters community ownership.
- **Scaling Up:** Plans for the scaling up of successful community development models and practices. Identifies opportunities for expansion and replication.

G. Terms of Reference (ToRs) for Access to Finance Manager

Role Overview

The Access to Finance Manager plays a critical role in facilitating access to financial services for project beneficiaries, including farmers, cooperatives, and micro and small enterprises (MSEs). The Access to Finance Manager ensures that financial resources are mobilized effectively to support the project's objectives and enhance the economic resilience of the target groups. The key responsibilities of the Access to Finance Manager include:

1. Financial Services Facilitation

- **Financial Products Development:** Develops and promotes financial products tailored to the needs of farmers, cooperatives, and MSEs. This includes loans, credit, insurance, and savings schemes.
- **Partnerships with Financial Institutions:** Establishes and maintains partnerships with banks, non-banking financial institutions, and other financial service providers to facilitate access to finance for project beneficiaries.

2. Capacity Building and Training

- **Financial Literacy Training:** Designs and delivers financial literacy training programs for farmers, cooperatives, and MSEs. Ensures that beneficiaries understand financial concepts and can make informed decisions.
- **Business Development Support:** Provides training and technical assistance to beneficiaries in developing business plans, managing finances, and accessing credit.

3. Monitoring and Evaluation

- **Impact Assessment:** Monitors and evaluates the impact of financial services on the economic resilience and productivity of beneficiaries. Collects data and feedback to assess progress and identify areas for improvement.
- **Reporting:** Prepares regular reports on access to finance activities, including achievements, challenges, and lessons learned. Shares findings with the PMU and other stakeholders.

4. Risk Management

- **Risk Assessment:** Conducts regular risk assessments to identify potential challenges related to access to finance. Develops mitigation strategies to address these challenges.
- **Credit Risk Management:** Implements credit risk management practices to ensure the sustainability of financial services. Monitors repayment rates and addresses any issues promptly.

5. Collaboration and Coordination

- **Stakeholder Engagement:** Engages with local communities, government agencies, NGOs, and other stakeholders to ensure their involvement and support for access to finance initiatives. Facilitates effective communication and collaboration.
- **Inter-Provincial Coordination:** Coordinates access to finance activities across different provinces, ensuring consistency and alignment with project objectives. Supports provincial project implementation units (PPIUs) in managing these activities.

6. Advocacy and Policy Influence

- **Advocacy:** Advocates for policies and practices that promote access to finance for rural communities. Engages with policymakers and stakeholders to influence positive change.
- **Policy Development:** Contributes to the development of policies and guidelines that support access to finance. Ensures that project activities are aligned with national and international standards.

7. Sustainability and Scaling Up

- **Sustainability Planning:** Develops strategies to ensure the sustainability of access to finance initiatives. Builds local capacity and fosters community ownership.
- **Scaling Up:** Plans for the scaling up of successful access to finance models and practices. Identifies opportunities for expansion and replication.

8. Technical Support

- **Technical Assistance:** Provides technical support and guidance to PPIUs and other project staff involved in access to finance activities. Ensures that they are equipped with the necessary skills and knowledge to implement financial services effectively.
- **Resource Mobilization:** Identifies and secures resources to support access to finance initiatives. Collaborates with donors and partners to mobilize funding and technical support.

H. Terms of Reference (ToRs) for Business Development Specialists

Role Overview

The Business Development Specialists play a crucial role in supporting the Access to Finance Manager by providing technical assistance and guidance to project beneficiaries, including farmers, cooperatives, and micro and small enterprises (MSEs). The Business Development Specialists ensure that beneficiaries have the skills and knowledge needed to develop viable business plans, access financial services, and enhance their economic resilience. The key responsibilities of the Business Development Specialists include:

1. Business Plan Development

- **Technical Assistance:** Provides technical assistance to beneficiaries in developing comprehensive business plans. Ensures that business plans are viable, sustainable, and aligned with market opportunities.
- **Financial Projections:** Assists beneficiaries in preparing financial projections, including cash flow statements, profit and loss statements, and balance sheets. Ensures that financial projections are realistic and achievable.

2. Capacity Building and Training

- **Training Programs:** Designs and delivers training programs on business development, financial management, and entrepreneurship. Focuses on building the capacity of beneficiaries to manage their businesses effectively.

- **Workshops and Seminars:** Organizes workshops and seminars to provide beneficiaries with practical knowledge and skills in business development. Facilitates peer learning and knowledge sharing.

3. Market Analysis and Linkages

- **Market Research:** Conducts market research to identify opportunities for beneficiaries to expand their businesses. Provides insights into market trends, demand, and competition.
- **Market Linkages:** Facilitates linkages between beneficiaries and potential buyers, suppliers, and partners. Supports beneficiaries in negotiating contracts and establishing business relationships.

4. Monitoring and Evaluation

- **Progress Tracking:** Monitors the progress of beneficiaries in implementing their business plans. Collects data and feedback to assess the impact of business development activities.
- **Reporting:** Prepares regular reports on business development activities, including achievements, challenges, and lessons learned. Shares findings with the Access to Finance Manager and other stakeholders.

5. Collaboration and Coordination

- **Stakeholder Engagement:** Engages with local communities, government agencies, NGOs, and other stakeholders to ensure their involvement and support for business development initiatives. Facilitates effective communication and collaboration.
- **Inter-Provincial Coordination:** Coordinates business development activities across different provinces, ensuring consistency and alignment with project objectives. Supports provincial project implementation units (PPIUs) in managing these activities.

6. Risk Management

- **Risk Assessment:** Conducts regular risk assessments to identify potential challenges related to business development. Develops mitigation strategies to address these challenges.
- **Business Continuity Planning:** Assists beneficiaries in developing business continuity plans to ensure the sustainability of their businesses in the face of unforeseen challenges.

7. Advocacy and Policy Influence

- **Advocacy:** Advocates for policies and practices that promote business development and entrepreneurship in rural communities. Engages with policymakers and stakeholders to influence positive change.
- **Policy Development:** Contributes to the development of policies and guidelines that support business development. Ensures that project activities are aligned with national and international standards.

8. Sustainability and Scaling Up

- **Sustainability Planning:** Develops strategies to ensure the sustainability of business development initiatives. Builds local capacity and fosters community ownership.
- **Scaling Up:** Plans for the scaling up of successful business development models and practices. Identifies opportunities for expansion and replication.

9. Technical Support

- **Technical Assistance:** Provides technical support and guidance to PPIUs and other project staff involved in business development activities. Ensures that they are equipped with the necessary skills and knowledge to implement business development initiatives effectively.
- **Resource Mobilization:** Identifies and secures resources to support business development initiatives. Collaborates with donors and partners to mobilize funding and technical support.

I. Terms of Reference (ToRs) for Land Governance and Titling Expert

Role Overview

The Land Governance and Titling Expert plays a crucial role in ensuring that land governance and titling processes within the project are conducted effectively and in accordance with legal and regulatory frameworks. This expert is responsible for facilitating secure land tenure for project beneficiaries, including farmers, cooperatives, and indigenous communities. The key responsibilities of the Land Governance and Titling Expert include:

1. Land Governance Assessment

- **Needs Assessment:** Conducts thorough assessments to identify land governance and titling needs in the project areas. Engages with local communities and stakeholders to understand their requirements and priorities.
- **Policy Analysis:** Analyzes existing land governance policies and regulations to identify gaps and opportunities for improvement. Provides recommendations for policy enhancements.

2. Land Titling Processes

- **Titling Procedures:** Develops and implements procedures for land titling, ensuring that they are transparent, efficient, and compliant with legal standards. Facilitates the issuance of land titles to project beneficiaries.
- **Documentation:** Ensures that all necessary documentation for land titling is accurately prepared and maintained. Coordinates with relevant authorities to process land titles.

3. Capacity Building and Training

- **Training Programs:** Designs and delivers training programs on land governance and titling for project staff, local authorities, and community members. Focuses on building the capacity of stakeholders to manage land governance processes effectively.

- **Workshops and Seminars:** Organizes workshops and seminars to provide stakeholders with practical knowledge and skills in land governance and titling. Facilitates peer learning and knowledge sharing.

4. Community Engagement and Advocacy

- **Community Outreach:** Develops and implements strategies for effective community outreach and engagement. Ensures that all community members, including marginalized groups, are informed about and involved in land governance activities.
- **Advocacy:** Advocates for policies and practices that promote secure land tenure and equitable land governance. Engages with policymakers and stakeholders to influence positive change.

5. Monitoring and Evaluation

- **Impact Assessment:** Monitors and evaluates the impact of land governance and titling activities. Collects data and feedback to assess progress and identify areas for improvement.
- **Reporting:** Prepares regular reports on land governance and titling activities, including achievements, challenges, and lessons learned. Shares findings with the PMU and other stakeholders.

6. Collaboration and Coordination

- **Stakeholder Engagement:** Engages with local communities, government agencies, NGOs, and other stakeholders to ensure their involvement and support for land governance initiatives. Facilitates effective communication and collaboration.
- **Inter-Provincial Coordination:** Coordinates land governance and titling activities across different provinces, ensuring consistency and alignment with project objectives. Supports provincial project implementation units (PPIUs) in managing these activities.

7. Risk Management

- **Risk Assessment:** Conducts regular risk assessments to identify potential challenges related to land governance and titling. Develops mitigation strategies to address these challenges.
- **Conflict Resolution:** Facilitates conflict resolution processes to address disputes related to land tenure. Provides mediation and support to resolve conflicts.

8. Sustainability and Scaling Up

- **Sustainability Planning:** Develops strategies to ensure the sustainability of land governance and titling initiatives. Builds local capacity and fosters community ownership.
- **Scaling Up:** Plans for the scaling up of successful land governance models and practices. Identifies opportunities for expansion and replication.

9. Technical Support

- **Technical Assistance:** Provides technical support and guidance to PPIUs and other project staff involved in land governance and titling activities. Ensures that they are equipped with the necessary skills and knowledge to implement these activities effectively.
- **Resource Mobilization:** Identifies and secures resources to support land governance and titling initiatives. Collaborates with donors and partners to mobilize funding and technical support.

J. Terms of Reference (ToRs) for Liaison Officer

Role Overview

The Liaison Officer, appointed by MINAGRIF, plays a crucial role in connecting the project team to the Institute of Agricultural Development (IDA). Based in the IDA office in Luanda, the Liaison Officer ensures effective communication, compliance, resource mobilization, reporting, and capacity building to support the successful implementation of the project.

1. Facilitating Communication

- **Bridge Between Teams:** Acts as a bridge between the project team and IDA, ensuring smooth communication and collaboration.
- **Conveying Updates:** Regularly conveys project updates, challenges, and needs to IDA, and relays feedback and guidance from IDA to the project team.
- **Stakeholder Engagement:** Engages with stakeholders to facilitate information sharing and collaboration.

2. Ensuring Compliance and Alignment

- **Compliance Monitoring:** Ensures that project activities comply with IDA's guidelines and standards.
- **Alignment with Objectives:** Helps align the project's objectives and strategies with IDA's priorities, ensuring the project remains on track and meets its goals.
- **Policy Adherence:** Monitors adherence to relevant policies and regulations.

3. Supporting Resource Mobilization

- **Resource Identification:** Identifies opportunities for additional funding, technical assistance, and other forms of support from IDA.
- **Mobilizing Support:** Assists in mobilizing resources and support for the project by maintaining strong connections with IDA.
- **Funding Proposals:** Supports the preparation of funding proposals and applications.

4. Enhancing Reporting and Accountability

- **Report Preparation:** Helps in preparing and submitting regular reports to IDA, ensuring transparency and accountability.

- **Progress Communication:** Ensures that the project's progress and impact are effectively communicated to IDA, maintaining donor confidence and support.
- **Data Management:** Manages data collection and reporting processes to ensure accuracy and completeness.

5. Facilitating Capacity Building

- **Capacity Building Initiatives:** Facilitates capacity-building initiatives by connecting the project team with IDA's resources and expertise.
- **Training Coordination:** Coordinates training sessions and workshops to enhance the skills and knowledge of the project team.
- **Knowledge Sharing:** Promotes knowledge sharing and best practices within the project team.

6. General Support

- **Problem Solving:** Provides general support to the project team in resolving issues and addressing challenges that arise during project implementation.
- **Team Collaboration:** Works closely with other team members to ensure smooth project operations and effective teamwork.

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex: Prodesa Project Readiness Plan

Mission Dates: 12/08/2024 30/08/2024

Document Date: 16/04/2025

Project No. 2000003951

Report No. 7128-AO

East and Southern Africa Division
Programme Management Department

PRODESA Project Readiness Plan

This plan provides an outline of the responsibilities, actions and timelines to ensure the effective and timely start-up and implementation of PRODESA, bearing in mind the multiple stakeholders and activities involved in the project.

A. KEY STEPS TAKEN BY IFAD DIRECTLY AFTER APPROVAL TO ENSURE READINESS

Upon approval of the project the Country Team will quickly move to get the project moving. This will work with the lead implementing agency the push ahead the following key activities:

- Provide access to start-up facilities
- Promptly conduct studies
- Organise independent recruitment of the PMU staff
- Prepare the AWPB and 18 months procurement plan.
- Strategic implementation plan of five-year implementation
- Capacity assessment of implementation partners and onboarding

B. OVERVIEW OF RESPONSIBILITIES

i. General

As explained in detail in the PDR, IDA will be the lead implementing agency for the project, and will lead on all components including conducting all bidding processes for service providers. IFAD will take specific measures to ensure that IDA and other partners fully understand their role and the requirements for the start-up activities.

To avoid potential challenges due to the number of implementing partners and activities, a national and provincial steering committee will be installed, and they will be trained on their role and responsibilities, including the approval process of the AWPB and procurement plan. A technical committee will also be quickly formed, to be chaired by the IDA Director General.

The table below provides an overview of the role of implementing partners for each project component.

Component	Partners	Role
Component 1. Resilient Agricultural Farming and Livelihood Systems		
1.1. Community mobilization and participatory planning for resilience.	NGOs /Local CBO	Characterisation of production basins, and for facilitation of participatory community planning process and development (CRPAP).
1.2. Technical training using Agropastoral/ Farmer fields schools for increased production, resilience and nutrition.	• IDA – EDA municipality • FAO/Service providers	• Quality control and standards and ToT. • Developing curriculum and implementation in provinces with limited capacity implementing FFS.
1.3. Supporting the San People through livelihood and forest management and conservation interventions	• INGOs/NGOs/Local CBOs e.g. Bakita, World Vision, ADPP • Ministry of Environment	• Community based environmental plans and literacy training + nutrition education + Land Rights. • provide environmental licences.
Component 2. Improved Connectivity and Access to Markets.		
2.1 Supply chain structuring and linkage to markets	• Services provider (private company) to support • National Institute of Support for Micro, Small and Medium Enterprises (INAPEM), • FADA. • PMU • IDA/EDA) • Provincial Directorate of Agriculture, Fisheries and Forestry	• Business development preparation of business plans and other training. • BDS. • Financial service provider, Loan and grants. • Manage financing mechanism. • Marketing, post harvesting and logistic. • Planning investment and value chain coordination)
2.2 Public Investments in Market-Access Infrastructure	• Service providers (Private companies) • Municipalities • Local municipalities to support maintenance. • Ministry of Infrastructure • Ministry of Energy and Water.	• Construction and technology providers. • Manage PPPs for maintenance of infrastructures. • Quality control. • Access to energy and water-solar.
Component 3. Institutional Strengthening, Policy Support and Implementation Support Services		
3.1 Institutional Strengthening and Policy Support	• WFP • Provincial Government • National Food Quality Control Service.	• Policy development that support local procurement of local goods and services. • Public market should accessed by local producers. • Policy on national food standards and safety(food certification).

ii. Specific responsibilities by component

Component 1. Resilient Agricultural Farming and Livelihood Systems

Summary: For Component 1: Resilient Agricultural Farming and Livelihood Systems, the community mobilization and participatory planning for resilience will be managed by IDA and the Community Development and Social Inclusion Specialist in the PMU, in collaboration with municipalities. Service providers will be competitively contracted for municipal-level characterization of production basins and facilitation of participatory community planning processes. The technical training using Agropastoral/Farmer Field Schools (FFS) will be led by IDA and the PMU FFS expert, in collaboration with municipal-level EDA staff. Service providers will be selected for developing curricula and training master trainers, such as FAO, and for implementing FFS and Agropastoral Field Schools (APFS), except in Bié where IDA/EDA will implement directly. Supporting the San people through climate adaptive livelihood activities and forest management will be led by IDA in collaboration with the Ministry of Environment. An NGO with proven experience working with the San people such as Bakhita, will be competitively selected to implement these activities.

Sub-component 1.1: Community Mobilization and Participatory Planning for Resilience

Implementation: Managed by IDA and the Community Development and Social Inclusion specialist in the PMU in close collaboration with municipalities. Service providers competitively contracted for municipal level characterization of production basins and facilitation of participatory community planning processes.

The main responsibilities of the **Community Development and Social Inclusion Specialist** will be:

Facilitation and Coordination: Lead the mobilization and engagement of community members, ensuring inclusive participation. Coordinate with local leaders, community groups, and stakeholders to foster collaboration and trust.

Capacity Building: In collaboration with the selected service providers, conduct training sessions and workshops on gender equality, social inclusion, and community development. Empower women, youth, and marginalized groups through the Gender Action Learning System (GALS) methodology. Provide ongoing support and mentorship to community members to strengthen their capacities.

Participatory Planning: Oversee the service providers' facilitation of participatory risk and vulnerability assessments, ensuring all voices are heard. Guide the development of Community Resilience Project Action Plans (CRPAP) through inclusive and transparent processes. Ensure the integration of social inclusion principles in all planning activities.

Technical Assistance to Service Provider: Provide technical assistance and guidance to the service provider to ensure alignment with project goals and methodologies. Support the service provider in developing tools and methodologies for participatory planning and risk assessments. Ensure that the service provider's activities are culturally appropriate and tailored to the specific needs of the communities involved.

Supervision of Service Provider: Supervise the service provider's activities to ensure they adhere to the agreed-upon methodologies and project plan. Monitor the quality of services provided by the service provider to ensure they meet project standards and objectives.

Conduct regular evaluations of the service provider's performance and provide feedback for improvement. Ensure that the service provider does not deviate from the project plan and objectives.

Monitoring and Evaluation: Monitor the implementation of community development activities, ensuring adherence to social inclusion goals. Evaluate the impact of interventions on community resilience and social inclusion. Provide feedback and recommendations for continuous improvement.

Advocacy and Representation: Advocate for the rights and needs of marginalized groups within the project framework. Represent community interests in project meetings and decision-making processes. Ensure that community concerns and feedback are communicated to project management.

The main responsibilities of the **Service Providers** will be:

Technical Support: Conduct the gender-sensitive characterization of production basins in each municipality. Provide technical expertise in areas such as agricultural production, market analysis, and climate resilience. Develop tools and methodologies for participatory planning and risk assessments, in collaboration with the Community Development and Social Inclusion Specialist.

Facilitation of Participatory Processes:

Facilitate community meetings, focus groups, and plenary discussions to gather input and build consensus. Support the mapping of existing community livelihood groups, SMEs, processors, and traders. Assist in the organization of communities into Farmer Field Schools (FFS), Agropastoral Field Schools (APFS), cooperatives, and associations.

Development of CRPAPs:

Collaborate with the Community Development and Social Inclusion Specialist to draft and finalize CRPAPs. Ensure that CRPAPs include comprehensive plans for crop production, agroforestry, silvopastoral systems, community infrastructures, and conservation areas. Provide technical guidance on the implementation of CRPAPs.

Capacity Building and Training:

Conduct training sessions on technical aspects of agricultural production, climate resilience, and market access. Provide resources and materials for community training and capacity building. Support the establishment and management of community funds (caxier comunitaria).

Monitoring and Reporting:

Monitor the progress of community development activities and provide regular reports to the Community Development and Social Inclusion Specialist. Evaluate the effectiveness of interventions and recommend adjustments as needed. Ensure compliance with project goals and objectives.

Collaboration Between Roles: The Community Development and Social Inclusion Specialist and Service Providers will work together to ensure that community development activities are inclusive, technically sound, and aligned with project goals.

Shared Responsibilities: Both roles will share responsibilities in facilitating participatory processes, developing CRPAPs, and providing capacity building and training.

Continuous Communication: Regular communication and collaboration between the Community.

Sub-component 1.2: Technical training and experimental learning using Agropastoral/Farmer fields schools:

Implementation: Led by IDA and the PMU FFS expert in close collaboration with municipal level EDA staff. A service provider (A) will be selected for the development of curricula and training of master trainers. FAO is one potential service provider for this role. Other service providers (B) will be competitively selected for the implementation of the Farmer Field Schools (FFS) and Agropastoral Field Schools (APFS), except in Bié where IDA/EDA has good capacity and will implement the FFS directly.

PMU Farmer Field School Expert (FFS Expert):

The FFS Expert will provide specialized support and expertise in the implementation of Farmer Field Schools (FFS) and Agropastoral Field Schools (APFS). The FFS Expert will work closely with the service provider, IDA, and the Agricultural Development Station (EDA) to ensure the successful delivery of FFS/APFS activities. The FFS Expert will have a supervisory role over the service provider and will report directly to the Project Coordinator.

The FFS Expert's responsibilities include providing technical expertise in areas such as agricultural production, climate resilience, and sustainable land management. They will support the development and refinement of FFS/APFS curricula, ensuring they are tailored to local needs and conditions, and assist in the identification and training of master trainers. The FFS Expert will work closely with the service provider to roll out FFS/APFS across the project area, providing hands-on support to master trainers and farmers during FFS/APFS sessions. They will ensure the integration of best practices and innovative techniques in FFS/APFS activities.

Supervising the service provider's activities is a critical role for the FFS Expert. They will ensure the service provider adheres to the agreed-upon methodologies and project plan, monitor the quality of services provided, conduct regular evaluations of the service provider's performance, and provide feedback for improvement. The FFS Expert will ensure that the service provider does not deviate from the project plan and objectives and will report directly to the Project Coordinator on the progress and performance of the service provider.

The FFS Expert will also conduct training sessions for farmers on technical aspects of agricultural production, climate resilience, and market access. They will support the establishment and management of community funds (caixa comunitaria) within

FFS/APFS groups and provide ongoing mentorship and support to farmers to strengthen their capacities. Monitoring the implementation of FFS/APFS activities, evaluating the impact of interventions, and providing feedback and recommendations for continuous improvement are also key responsibilities.

Collaboration with the Agricultural Development Station (EDA) is essential. The FFS Expert will leverage EDA's expertise and resources, ensure alignment with EDA's extension services and support mechanisms, and facilitate knowledge sharing and coordination between EDA and FFS/APFS activities.

Role of Service provider A:

Developing comprehensive and tailored curricula for FFS and APFS, addressing the specific needs of different farming and production systems captured in the CRPAP. The curricula should include topics such as climate resilience, regenerative practices, nutrition-sensitive farming, integrated soil fertility management, integrated pest management, local seed production, and sustainable land management. The service provider will identify and train master trainers from EDA and service providers (B) who will lead the training and support for FFS and APFS facilitators, providing them with the necessary skills and knowledge to effectively deliver the curricula and support farmers. Master trainers should be equipped to handle diverse agroecological zones and livelihood systems.

Role of Service providers B:

The service provider will implement FFS and APFS across the project area, except in Bié where IDA will implement directly. They will train FFS and APFS facilitators and facilitate the establishment and strengthening of existing FFS/APFS, ensuring they are inclusive and participatory. Ongoing support and monitoring will be provided to ensure the successful implementation of FFS/APFS. Additionally, the service provider will conduct training sessions for farmers on technical aspects of agricultural production, climate resilience, and market access. They will support the establishment and management of community funds (caixa comunitaria) within FFS/APFS groups and provide resources and materials for community training and capacity building. They will also assist the FFS and APFS in planning and implementing their production investments

Monitoring the progress of FFS/APFS activities, aggregate data from logbooks and providing regular reports to project FFS Expert is another key responsibility. The service provider will evaluate the effectiveness of interventions and recommend adjustments as needed, ensuring compliance with project goals and objectives.

Support Provided by Agricultural Development Station (EDA):

The Agricultural Development Station (EDA) will provide additional support and resources to the implementation of FFS/APFS activities. EDA will collaborate with the service provider, FFS Expert, and IDA to ensure the successful delivery of project activities.

EDA's responsibilities include providing technical expertise and resources to support FFS/APFS activities, assisting in the development and refinement of FFS/APFS curricula,

and supporting the identification and training of master trainers. EDA will conduct training sessions for farmers on technical aspects of agricultural production, climate resilience, and market access, provide resources and materials for community training and capacity building, and support the establishment and management of community funds (caixa comunitaria) within FFS/APFS groups.

Monitoring the implementation of FFS/APFS activities, evaluating the impact of interventions, and providing feedback and recommendations for continuous improvement are also key responsibilities. EDA will collaborate with the service provider, FFS Expert, and IDA to ensure the successful delivery of project activities, facilitate knowledge sharing and coordination between EDA and FFS/APFS activities, and ensure alignment with EDA's extension services and support mechanisms.

Sub-component 1.3 Supporting the San People through climate adaptive livelihood activities and forest management and conservation

Implementation: Will be led by IDA in close collaboration with the Ministry of environment and will be implemented by an NGO competitively selected and with proven experience in working with the San people including managing FPIC processes and respecting their traditions and empowering their self-determination. The pilot assigning land-use rights to nomadic groups and implementing forest and wildlife restoration plans should be implemented in close collaboration with province authorities and the Ministry of Environment.

Role of Competitively Selected NGO with Proven Experience of Working with San People:

The NGO will be responsible for implementing activities aimed at enhancing the resilience and livelihoods of the San people through climate adaptive livelihood activities and forest management and conservation. The NGO will work closely with the Community Development and Social Inclusion Specialist, the FFS Expert, Land Governance, Climate Change and Environment Specialist and Titling Expert of the PMU and the Ministry of Environment to ensure the successful delivery of project activities.

Responsibilities:

The NGO will conduct outreach campaigns to inform San community leaders, organizations, and groups about the project. They will obtain Free, Prior, and Informed Consent (FPIC) from the San community for participation in the project and select interested San groups to participate in the project. The NGO will facilitate participatory community planning with San groups to identify livelihood development needs and opportunities. This includes mapping the use of forest, water, and biodiversity resources in the landscapes inhabited by the San people and assessing threats and opportunities to their livelihoods, including loss of habitat and hunting areas.

Training and capacity building are key responsibilities of the NGO. They will conduct training sessions on literacy, nutrition, health and sanitation, climate change impacts, agroforestry farming practices, and ecotourism. The NGO will provide small livelihood diversification packages, including equipment, tools, and inputs for activities such as beekeeping, agroforestry, and ecotourism. Additionally, the NGO will pilot the assignment of forest land-use rights to nomadic groups and develop forest and wildlife restoration and

conservation plans, including non-timber forest income activities such as honey production and eco-tourism.

Collaboration with Other Roles

Community Development and Social Inclusion Specialist:

The NGO will work closely with the Community Development and Social Inclusion Specialist to address social issues and ensure inclusive participation of the San people. The specialist will provide technical assistance and guidance to the NGO, ensuring alignment with project goals and methodologies. They will support the NGO in developing tools and methodologies for participatory planning and risk assessments, ensuring that activities are culturally appropriate and tailored to the specific needs of the San community.

The specialist will supervise the NGO's activities to ensure they adhere to the agreed-upon methodologies and project plan. They will monitor the quality of services provided, conduct regular evaluations of the NGO's performance, and provide feedback for improvement. The specialist will ensure that the NGO does not deviate from the project plan and objectives and will report directly to the Project Coordinator on the progress and performance of the service provider.

Role of Land Governance and Titling Expert

The Land Governance and Titling Expert is responsible for working with the NGO and the San groups participating in the project and negotiating with provincial governments of Cuando Cubango and Moxico, MINADER and the Geodesic and Cartographic Institute of Angola (GCIA) to identify forest areas important for landscape restoration with co-benefits for the conservation of water resources and wildlife. Discuss and agree on how these areas can be allocated as pilots to San groups eventually through the issuing of a “perpetual right of useful customary domains” giving the groups the role of custodians and sustainable users of these areas sufficiently big to sustain their way-of-life.

FFS Expert:

The NGO will collaborate with the FFS Expert on production-related activities. The FFS Expert will provide technical expertise in areas such as agricultural production, climate resilience, and sustainable land management. They will assist the NGO in developing and refining curricula for training sessions and support the identification and training of master trainers. The FFS Expert will ensure the integration of best practices and innovative techniques in livelihood activities.

The FFS Expert will supervise the NGO's production-related activities, ensuring they adhere to best practices and innovative techniques. They will monitor the quality of training sessions and curricula, conduct regular evaluations of the service provider's performance, and provide feedback for improvement. The FFS Expert will ensure that the NGO integrates climate resilience and sustainable land management practices into livelihood activities.

Ministry of Environment:

The NGO will work with the Ministry of Environment to support land-use rights activities and environmental conservation. The Ministry will provide technical assistance and guidance on regulatory barriers impacting the San people's way of life and land-use tenure security. They will collaborate with the NGO to develop forest and wildlife restoration and conservation plans, ensuring alignment with national environmental policies and regulations.

Climate Change and Environment Specialist:

The Climate Change and Environment Specialist will ensure that the NGO's activities comply with environmental and social safeguards. They will monitor the implementation of forest management and conservation activities, ensuring adherence to SECAP guidelines and national environmental policies. The specialist will evaluate the impact of interventions on ecosystem resilience and provide feedback and recommendations for continuous improvement.

Component 2. Improved Connectivity and Access to Markets.

Summary: For Component 2: Improved Connectivity and Access to Markets, the supply chain structuring and linkage to markets will be led by IDA and the PMU Access to Finance Manager and Business Development Specialists, in collaboration with PPIUs. Service providers will be competitively selected to provide high-quality technical assistance in agri-business development, business planning, and access to finance. Public investments in market-access infrastructure will be managed by the PPIU with technical supervision from IDA, in coordination with MinAGRIF, the Ministry of Infrastructure, municipalities, and the Ministry of Energy and Water. Service providers will be competitively selected to execute infrastructure projects.

Subcomponent 2.1. Supply chain Structuring and Linkage to Markets

Implementation: Will be led by IDA and the PMU Access to Finance Manager, along with Business Development Specialists in close collaboration with PPIUs. The implementation will be done by a competitively selected service providers to ensure high quality TA in the areas of agri-business development, business planning, access to finance (and co-finance), among others.. The delivery of these services will be done under the supervision of the PPIU and the close support of the IDA and EDA teams.

Role of Competitively Selected Business Development Services Provider

The Business Development Services (BDS) providers will play a crucial role in supporting businesses, particularly cooperatives and associations, and micro, small, and medium enterprises (MSMEs). Their responsibilities include assisting businesses in creating comprehensive and strategic business plans that outline their goals, strategies, market analysis, and financial projections. Additionally, BDS providers will offer training programs to enhance the skills and knowledge of entrepreneurs and their teams in areas such as financial management, marketing, operations, and leadership. They will also conduct market research to identify opportunities and threats, helping businesses make informed decisions. Furthermore, BDS providers will facilitate connections with potential partners, mentors, and investors to support business growth.

Management of Financing Mechanism

The financing mechanism will be managed through a structured hierarchy involving several key roles within the Project Management Unit (PMU). The Access to Finance Manager, who reports to the Project Coordinator, is responsible for overseeing the financial aspects of the mechanism, including managing funds, ensuring compliance with financial regulations, and coordinating with financial institutions. Business Development Specialists, reporting to the Access to Finance Manager, focus on identifying and developing new business opportunities by conducting market research, developing strategies, and maintaining relationships with clients. Service Providers, who report to the Business Development Specialists, execute assigned tasks, provide solutions, and suggest improvements based on client needs.

Collaboration Mechanism

The PMU, Access to Finance Manager, Business Development Specialists, and Service Providers work in close collaboration with various entities to ensure the success of the project. These entities include the National Institute of Support for Micro, Small, and Medium Enterprises (INAPEM), FADA, IDA/EDA, and the Provincial Directorate of Agriculture, Fisheries, and Forestry. The collaboration aims to align business development activities with regional agricultural, fisheries, and forestry policies, ensuring that supported businesses contribute to the sustainable development of these sectors. Additionally, the PMU collaborates with INAPEM to leverage their expertise in MSME development, accessing training programs, research, consultancy, and policy support to enhance the capabilities of MSMEs. The PMU also works with the Agrarian Development Station (EDA) to integrate municipal economic development resources, support multifaceted projects, and foster local economic growth through strategic planning, interagency coordination, and capital investments.

This collaboration between entities ensures a holistic approach to business development, combining financial management, strategic planning, training, and policy alignment. The integrated effort aims to foster sustainable growth and competitiveness for MSMEs in the region.

Role of Land Governance and Titling Expert

The Land Governance and Titling Expert will be responsible for supporting FFS groups, cooperatives, associations and MSMEs in securing the necessary land rights for infrastructure projects. This includes identifying, negotiating, and securing certification of land user rights while ensuring compliance with zoning laws, land use regulations, and environmental considerations. They play a crucial role in preventing project delays due to land disputes and ensuring that land assignment processes are fair and transparent.

Subcomponent 2.2: Public Investments in Market-Access Infrastructure

Implementation: Will be managed by the PPIU with technical supervision from the IDA and in coordination with MinAGRIF, Ministry of Infrastructure, municipalities and Ministry of Energy and Water, to ensure infrastructure investments align with local development and maintenance plans. Service providers will be competitively contracted as needed to execute infrastructure projects.

Role of Competitively Selected Service Providers

Service providers selected through a competitive process will play a vital role in implementing infrastructure projects. Their responsibilities include planning, designing, and executing infrastructure projects such as roads, bridges, and storage and market facilities. These providers bring specialized expertise and resources to ensure that projects are completed efficiently, within budget, and to the required standards. They are also responsible for adhering to safety regulations and quality standards throughout the project lifecycle.

Supervisor Role of the Infrastructure Specialist

The Infrastructure Specialist supervises the service providers, ensuring that all project activities align with the project's goals and standards. This role involves overseeing the planning, development, and implementation phases, coordinating with stakeholders, and resolving any technical or logistical issues that arise. The Infrastructure Specialist also monitors project progress, makes necessary adjustments, and ensures compliance with safety and quality standards.

Support from Local Municipalities

Local municipalities play a crucial role in supporting the maintenance of infrastructure projects once they are completed. They are responsible for the ongoing upkeep and repair of infrastructure to ensure its longevity and functionality. This includes routine maintenance tasks, such as cleaning, minor repairs, and monitoring the condition of the infrastructure. Municipalities may also leverage local resources and workforce to manage these activities efficiently.

Support from the Ministry of Infrastructure

The Ministry of Infrastructure provides major capital planning services, procurement, and delivery for infrastructure projects. They guide investments in critical infrastructure, such as roads, bridges, and public facilities, ensuring that these projects support community growth and development. The Ministry also offers policy guidance, funding, and technical support to ensure that infrastructure projects meet national standards and contribute to long-term sustainability.

Support from the Ministry of Energy and Water

The Ministry of Energy and Water supports infrastructure projects by ensuring that they are integrated with energy and water management systems. This includes providing technical expertise, funding, and regulatory oversight to ensure that infrastructure projects are energy-efficient and sustainable. The Ministry also collaborates with other stakeholders to implement renewable energy solutions and water management practices that enhance the overall effectiveness and sustainability of infrastructure projects.

Role of Community Development and Social Inclusion Specialist

The Community Development and Social Inclusion Specialist ensures that infrastructure projects are inclusive and beneficial to all community members, especially vulnerable and marginalized groups. They identify the needs of these groups, involve them in the project design and implementation, and ensure that the projects promote social equity.

and inclusion. This specialist also works to mitigate any adverse social impacts and manage social risks associated with the projects.

Role of Land Governance and Titling Expert

The Land Governance and Titling Expert is responsible for securing the necessary land user rights for infrastructure projects. This includes identifying, negotiating, and securing user right certificates while ensuring compliance with zoning laws, land use regulations, and environmental considerations. They play a crucial role in preventing project delays due to land disputes and ensuring that land acquisition processes are fair and transparent.

Role of Climate Change and Environment Specialist

The Climate Change and Environment Specialist ensures that infrastructure projects are resilient to climate change and environmentally sustainable. They integrate climate adaptation and mitigation strategies into project designs, promote the use of sustainable materials and practices, and ensure compliance with environmental regulations. This specialist also works to minimize the environmental footprint of infrastructure projects and enhance their long-term sustainability.

Component 3. Institutional Strengthening, Policy Support and Implementation Support Services

Summary: For Component 3: Institutional Strengthening, Policy Support, and Implementation Support Services, service providers will be contracted to provide capacity-building training and analytical and advisory support for policy-making. This structure ensures that each component is managed by the appropriate entities with the necessary expertise and support, facilitating effective implementation and achieving the project's objectives.

Subcomponent 3.1: Institutional Strengthening and Policy Support

Role of Service Providers

Service providers contracted under this subcomponent play a crucial role in enhancing institutional capacities and supporting policy-making processes. Their responsibilities include:

Capacity Building Training: Service providers will deliver training programs aimed at improving the skills and knowledge of personnel within various institutions. This includes training on topics such as governance, financial management, project implementation, monitoring and evaluation, and sector-specific technical skills. The goal is to build a competent workforce capable of effectively managing and executing projects and policies.

Analytical and Advisory Support for Policy Making: Service providers will offer analytical and advisory services to support evidence-based policy-making. This involves conducting research, data analysis, and providing expert advice on policy formulation, implementation, and evaluation, including food safety and standards. They will help institutions understand the implications of different policy options and make informed decisions that align with national development goals.

The Technical Committee, chaired by the IDA Director and composed of members from the PMU, Government Ministries, provincial entities, educational and research institutions, NGOs,

international organizations, donors, and other stakeholders, will meet quarterly with implementing partners and stakeholders to ensure the successful delivery of capacity-building and policy support activities. This committee will play a crucial role in coordinating efforts, sharing insights, and ensuring alignment with project goals. The collaboration involves several key institutions:

Government Ministries and Agencies: The Technical Committee will work closely with relevant government ministries and agencies to align training programs and policy support activities with national priorities and strategies. This ensures that the training content and policy advice are tailored to the specific needs of these institutions and support their overall objectives. Ministries such as Agriculture, Fisheries, Forestry, and others will be integral to this collaboration.

Local Municipalities: Collaboration with local municipalities is essential for the practical implementation of policies and projects at the grassroots level. The Technical Committee will engage with municipal authorities to ensure that training programs address local challenges and opportunities. They will also support municipalities in implementing and monitoring policies effectively, ensuring that local needs are met and that there is a strong connection between national policies and local implementation.

Educational and Research Institutions: The Technical Committee will partner with universities, research centers, and other educational institutions to leverage their expertise and resources. This collaboration will enhance the quality of training programs and policy analysis, ensuring that they are based on the latest research and best practices. Educational institutions will provide valuable insights and support for developing innovative solutions and methodologies.

Non-Governmental Organizations (NGOs): NGOs often have valuable insights and experience in community development and social inclusion. The Technical Committee will collaborate with NGOs to incorporate these perspectives into training programs and policy advice. This partnership will help ensure that policies are inclusive and address the needs of vulnerable and marginalized groups. NGOs will also assist in community mobilization and participatory planning processes.

International Organizations and Donors: The Technical Committee will engage with international organizations and donors to align their activities with global standards and access additional resources. This collaboration will enhance the effectiveness of capacity-building and policy support activities and ensure that they contribute to broader development goals. International organizations such as the World Bank, FAO, and others will provide technical assistance, funding, and policy guidance.

C. ACTIONS AND TIMELINES

i. Actions, timelines and responsibilities for first 12 months of PRODESA

1. Project Start-Up Activities	Responsible	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	
Nomination of staff to access start-up Financing facility	IDA													
Access to start-up facility	IFAD													
Competitive Recruitment of Key Staff	MinagriF													
Installation and orientation of National and Provincial steering committees	IFAD/IDA													
Installation of technical implementation committee.	Minagrif													
Assessment and procurement of service provider	IFAD													
Baseline Survey	PMU													
Project start-up workshop	IFAD													
C.1: Resilient Agricultural Farming and Livelihood Systems														
1.1: Community Mobilization and Participatory Planning														
Production Basin Characterization	Service provider													
Community Selection	Provincial Committee													
Participatory Planning	PMU													
1.2: Technical Training Using FFS/APFS														
Service Provider Selection	PMU													
FFS/APFS Establishment	IDA													
Demonstration Pilots	PMU													
Capacity building	PMU													
1.3: Supporting the San People														
Participatory Planning	Bhankita													

Training and Capacity Building			
Livelihood Diversification	Bhankita		
C.2: Improved Connectivity and Access to Markets			
Subcomponent 2.1: Supply Chain Structuring and Linkage to Markets			
Business Management Training	Service provider		
Co-Financing Mechanism	FADA		
Post harvest handling and marketing	Private sector (PPPs)		
2.2: Public Investments in Market-Access Infrastructure			
Infrastructure Planning	Provincial Director of Agriculture		
C.3: Institutional Strengthening, Policy Support, and Implementation Support Services			
Subcomponent 3.1: Institutional Strengthening and Policy Support			
Capacity Building Workshops(SSTC)	IFAD		
Policy Development	MINAGRIF		
Subcomponent 3.2: Project Coord. and Implementation Support Services			
Logistical Support	PMU		
Project Monitoring and reporting	PMU		
4. Cross-Cutting Activities			
Stakeholder Engagement	Technical Committee		
Grievance Redress Mechanism	PMU		
Knowledge Management	PMU		

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex: Pim Financial Management Manual

Mission Dates: 12/08/2024 30/08/2024

Document Date: 16/04/2025

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East and Southern Africa Division
Programme Management Department

FINANCIAL MANAGEMENT MANUAL

**Eastern Provinces Sustainable Agriculture
Development and Livelihood Project (PRODESA)**

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Abbreviations and acronyms

BRAM	Borrowed Resources Access Mechanism
COSOP	Country Strategic Opportunities Paper's
ECSMP	Environment, Climate and Social Management Plan
EU	The European Union
FAO	United Nations Food and Agriculture Organisation
FFS	Farmer Field School
GoA	Government of Angola
IDA	Institute for Agricultural Development
IFAD	International Fund for Agriculture Development
M&E	Monitoring and Evaluation
MINAGRIP	Ministry of Agriculture and Fisheries
P/FFS	Pastoral Field School and Farmer Field School
PIU	Project Implementation Unit
PSC	Project Steering Committee
PWD	People with Disabilities
RDMT	IFAD's Resilience Design and Monitoring Tool
PRODESA	Sustainable Dry Ecosystems Livelihoods Project
SDG	Sustainable Development Goal
SECAP	Social Environment and Climate Assessment Procedures
SHF	Smallholder Farmers
SLM	Sustainable Land Management
SME	Small and Medium Enterprise
UNDP	United Nations Development Programme
UNICEF	United Nations International Children's Emergency Fund
WASH	Water, Sanitation and Hygiene
WB	World Bank
WFP	The World Food program

1 FINANCIAL MANAGEMENT

1.1 Introduction

The Ministry of Agriculture and Fisheries (MINAGRIP) will be the lead implementing agency of PRODESA and will delegate the implementation of the project to the Institute for Agricultural Development (IDA). This manual outlines the financial management processes and procedures to be implemented by IDA, Bie or Luanda Sul -based Project Management Unit (PMU) and Provincial Project Implementation Units (PPIUs) during the implementation of the Project.

The project will be implemented in accordance with the terms and conditions of the financing agreement signed between the Republic of Angola and IFAD.

Reference material. This document should be read together with the:

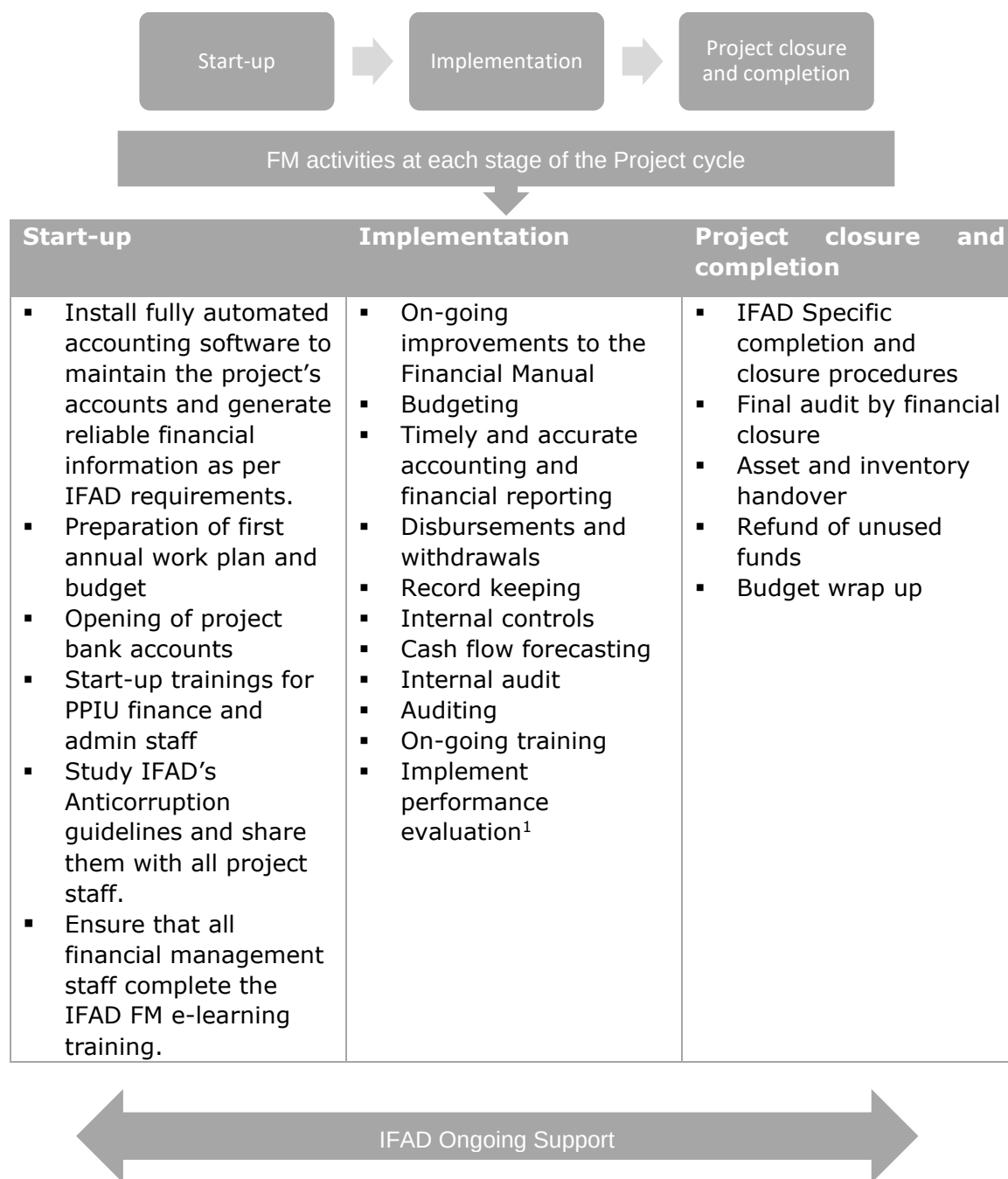
- ✓ Project financing agreement entered into force between the Borrower and IFAD
- ✓ Project Financial Management and Financial Control Arrangements Letter (FMFCL)
- ✓ IFAD General Conditions for Agricultural Development Financing
- ✓ The Project Financial Management and Financial Control Handbook
- ✓ IFAD Handbook on Financial Reporting and Auditing of IFAD-funded projects

Click [here](#) for links to documents.

Revision of the Financial Management Manual: This manual was developed during project design and may be revised under the supervision of the IFAD Finance Officer during the implementation of the project in accordance with recommendations made by IFAD during its missions or audits by auditors. In any cases, all revisions in Financial Management Manual will be subject to No Objection from IFAD.

1.2 Project cycle and financial management activities

The Finance Manager and the Accountant of PRODESA, which will be based in Bie or Luanda Sul, will have the final responsibility for the execution of the financial management activities at each stage of the Project cycle, as outlined below:



¹ Use the Performance Evaluation Form template included in this manual and start the performance evaluation process for FM staff within 1 year of project commencement. Performance evaluations of Financial Management staff should be the responsibility of the Finance Manager and Project Coordinator. This process should identify skills gaps and assist with identifying appropriate training interventions.

1.3 Pre-implementation activities

During the start-up of the project, it is recommended to undertake following activities. These activities are recommended to ensure that Project staff are well informed and knowledgeable about the financial management aspects of the Project once implementation has begun:

Activity	Overview
<i>Financial management staff appointment</i>	• Fill all financial management vacancies to ensure that the Finance Management Department capacitated to manage the Project.
<i>Accounting software</i>	▪ Installation of the automated accounting software to maintain the project's accounts, generate reliable financial information, financial reports, and allow for effective budget monitoring. ▪ Incorporate correct chart of accounts (including the categories, components, sub-components and financier) in line with the schedule 1 and 2 of the Financing agreement with IFAD. ▪ Upload the Cost Table/AWPB to the accounting software for the purposes of budgeting and monitoring.
<i>Open bank accounts</i>	▪ The Finance Manager, with the assistance from the MoF, will be responsible for the opening of the Project bank accounts. Refer to 1.8.1 for details of required bank accounts.
<i>Preparation of first annual work plan and budget</i>	▪ The PRODESA Finance Manager and the Project Coordinator will be jointly responsible for the compilation of the first Annual Work plan and Budget (AWPB), subject to IFAD no-objection. The Project Coordinator, M & E specialist, procurement specialist, Finance Manager and the technical team will be responsible for the preparation of realistic AWPBs.
<i>Staff training and capacity building</i>	▪ Newly appointed PRODESA financial Management staff will be required to complete the IFAD FM e-learning and submit completion certificates to IFAD within 2 months of date of appointment. Refer to 1.20 for link to the training. ▪ All staff are required to study the project related documents at project start-up, including the Financing Agreement, PDR, PIM, Financial Management Manual and cost tables. ▪ IFAD Finance Officer will deliver briefing on IFAD Financial Management (FM) guidelines and requirements at start-up.

1.4 IFAD Anticorruption policy

The Financial Management and procurement operations will be governed under the Revised IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations, as available on IFAD's website.

The management of Project funds shall be sufficiently rigorous to safeguard against Fraud and Corruption. Fraud and corruption include, but are not limited to (as defined in the IFAD anticorruption policy):

- Corrupt practice - offering, giving, receiving, or soliciting, directly or indirectly, anything of value to influence improperly the actions of another party.
- Fraudulent practice - any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation.
- Collusive practice - an arrangement between two or more parties designed to achieve an improper purpose, including influencing improperly the actions of another party.
- Coercive practice - impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party.

IFAD applies a zero-tolerance policy towards fraudulent, corrupt, collusive or coercive actions in Projects financed through its loans and grants. 'Zero tolerance' means that IFAD will pursue all allegations falling under the scope of this policy and that appropriate sanctions will be applied to parties or entities involved where the allegations are substantiated. IFAD takes all possible actions to protect individuals who submit allegations of fraudulent or corrupt practices in its activities from reprisal.

The primary responsibility for enforcing the Anticorruption Policy lies with the PRODESA, and the first defence for controls shall be exercised by Project staff and counterparts Pursuant to this, the PRODESA shall have the responsibility to incorporate pertinent provisions of the Anticorruption Policy in its contracts with Project staff, cooperating / implementing partners, and suppliers/consultants.

It is the Project Coordinator and the Project Finance Manager's responsibility to make sure that all Project staff are aware of IFAD's and the National's anticorruption policies and whistle blowing procedures. PRODESA can contact the IFAD Officer of Audit and Oversight to report events.

How to contact the IFAD Office of Audit and Oversight:

All communications are treated with the utmost CONFIDENTIALITY.

(Mark all mail "Personal and confidential")

Anticorruption Hotline:

website: www.ifad.org/anticorruption

email: anticorruption@ifad.org

phone: +39 0654592888

fax: +39 0654597888

By mail:

IFAD, Office of Audit and Oversight (AUO),
Investigation Section (IS), Via Paolo di Dono, 44
00142 Roma, ITALY

By phone or in person:

Speak to the Investigation Section Staff or AUO Director

Refer to [1.20](#) for useful links.

1.5 FM organisational structure, roles and responsibilities

1.5.1 Overview of Financial Management (FM) organizational structure

The Ministry of Agriculture and Fisheries (MINAGRIP) will be the lead implementing agency of the project and will delegate the implementation of the project to the Institute for Agricultural Development (IDA), which will have the responsibility of overseeing the implementation of the Project. IDA will delegate the day-to-day management of the Project to a Project Management Unit (PMU); there will also be five (5) Provincial Project Implementation Units (PPIUs), including one in Bie or Luanda Sul. IDA and the Bie / Luanda Sul-based PMU will have the overall responsibility of implementing sound financial management practices and the PPIU in Moxico will be extension of the national PMU in Bie or Luanda Sul.

The PMU in Bie or Luanda Sul will be established by IDA, consisting of experienced FM personnel to manage and oversee the implementation of the project. The financial management unit will consist of a finance manager and an accountant. These key positions need to be recruited at the start-up phase and will be condition for the first disbursement to ensure that the project is adequately staffed from the outset.

The Project coordination at the provincial level will be led by the IDA Head of Department in five provinces. At PPIU level, financial management functions will be performed by the finance and administrative assistants. The Main financial management functions will be managed at Luanda-based PMU.

Recruitment of the financial management staff will be done on a competitive basis [ANNEX 1 – Draft Terms of References for FM Staff and Internal Auditor](#), and a performance management

framework will be developed for merit-based recruitment. Performance evaluations will be conducted annually to ensure that staff performance is at a satisfactory level. The evaluation process should also identify skills gaps and assist with identifying appropriate training interventions. Refer to [ANNEX 2 – Performance Evaluation Form Template](#).

1.5.2 FM staff - key roles and responsibilities

Detailed job descriptions for the Finance staff are outlined in [Annex 1](#).

1.6 Planning and budgeting

Planning will be guided by the project’s strategy, Log-frame and broader results framework which will inform the development of a results-based annual work plan and budget (AWPB) in consultation with implementing partners, including beneficiaries, where relevant. The PMU will be responsible for the process and for the inclusion of and collaboration with key stakeholders in the planning process. AWPBs will be approved by the project steering committee and IDA and will be submitted to IFAD for no objection 60 days prior to the end of each fiscal year. IFAD will have 30 days for reviewing and provision of “No Objection” and the PMU will have 30 days to revise and finalize the AWPB.

The AWPB will be informed by an assessment of current implementation progress and will describe the strategic direction of the project for the coming year along with results expected (targets) under each component and how those results will be achieved. This will be complemented by a resource plan, budget and risk analysis for each result. Previous year performance and challenges will be analysed to define review and adjust planning and generate lessons. The AWPB will include plans for training and technical assistance, M&E and KM, including the procurement plan for the year in question. In summary, the AWPB will present the project background, past experience and results (the basis for future plans), the following project year’s plan both financial (the financial summary including a Procurement Plan) and physical with details of planned activities. The activities will be linked to corresponding Log-frame indicators to facilitate indicator-based planning and reporting.

The AWPB will be prepared with input from the Project Coordinator, Finance Manager, M&E Specialist, Procurement Specialist and Technical Team. The budget will be prepared in Excel using the required format as outlined in [Annex 4 – Tool 1](#). A bottom-up approach is required, whereby budgets will be compiled from the technical teams and provincial level upwards. The PMU shall start with the AWPB process with sufficient time to seek IFAD no objection as required in terms of the financing agreement.

Once the AWPB has been developed and approved, it must be inserted in the budget module of the accounting system for the purposes of monitoring actual implementation in line with the budget at least once a month. In the absence of the budget function in the accounting software, budget monitoring shall be performed manually on excel, and the Finance Manager will ensure that budget monitoring is performed in the same format as annual budget (e.g. by component, sub-component, category, financier, and outputs as outlined in the AWPB).

The Finance Manager will need to ensure that expenditure per category and components are in line with the Financing Agreement signed between the Republic of Angola and IFAD. If the budget monitoring process indicates an expected over-expenditure in one or more of the cost categories, the Project will have to obtain a no objection from IFAD, allowing a reallocation amongst the categories.

1.7 Internal controls

1.7.1 Overview of internal controls

The PMU will follow internal control requirements, which are outlined in detail in this Financial Management Manual. The PMU will ensure that reliable and adequate internal controls are applied over project operations, procedures, assets, and financial transactions, to provide assurance that project funds are being used as intended with regard to economy and efficiency and that these internal control arrangements are maintained throughout the implementation period.

It is recommended that the Finance Staff consider the guidance outlined in [*Guidelines for internal controls for Public Sector Entities \(INTOSAI GOV 9100\)*](#) when developing/improving the system of internal control.

Internal control is an integral process that is affected by an entity's management and personnel and is designed to address risks and to provide reasonable assurance that in pursuit of the entity's mission, the following general objectives are being achieved:

- ✓ *executing orderly, ethical, economical, efficient and effective operations;*
- ✓ *fulfilling accountability obligations;*
- ✓ *complying with applicable laws and regulations;*
- ✓ *Safeguarding resources against loss, misuse and damage.*

Internal control is a dynamic integral process that is continuously adapting to the changes an organisation is facing. Management and personnel at all levels have to be involved in this process to address risks and to provide reasonable assurance of the achievement of the entity's mission and general objectives.

At project start-up, it is recommended that the Finance Manager use the general framework for considering the internal control environment with the intention of improving the existing control environment. In terms of the general framework:

- 1) Perform a risk assessment
- 2) Develop control activities which address identified risks (or improve existing control activities)
- 3) Implement control activities (by documenting controls, updating the information systems, communicating to relevant parties)
- 4) Develop a system for monitoring the effectiveness of controls implemented

Control activities should be developed with consideration of the following categories:

Control activities	Description
<i>Authorisation and approval procedures</i>	Authorisation controls require certification that a transaction or event is acceptable for further processing. The delegated authority of staff should ensure efficient implementation while mitigating related risks. Authorisation levels of the project staff should be in line with their underlying roles. For example, only the Project Coordinator and IDA Director may be authorised to approve payments. The standard templates where there are specific roles are assigned for payment requests, clearance and approval must be strictly complied. (e.g. Finance manager should not sign the signature section assigned to the project coordinator in the fund/payment request in absence of project coordinator, unless there is a formal communication indicating that he /she is authorized to sign on behalf of the project coordinator in absence of the project coordinator)
<i>Segregation of duties</i>	An important element in any control system is the separation of those duties which would, if combined, enable one individual to record and process a complete transaction. For example, a Accountant might prepare a document, but it would then be reviewed and cleared by the Finance Manager, and then approved by the Project Coordinator or the IDA Director. It is the Finance Manager's responsibility to ensure that certain duties are segregated, including authorising, processing, recording and reviewing.
<i>Access to resources and records</i>	All data, records and assets should be kept in a physically secure environment. Financial data and other records should also be protected by back up procedures (internal and externally) and copy records should be stored securely off site.
<i>Verifications</i>	Transactions and significant events are verified before and after processing, e.g. when goods are delivered, the number of goods supplied is verified with the number of goods ordered. Afterwards, the number of goods invoiced is verified with the number of goods received.
<i>Reconciliations</i>	Reconciliations between independent, corresponding sources of data are a key control for identifying errors and discrepancies in balances. The reconciliations should be done on a monthly basis. Any reconciling or balancing amounts should be promptly cleared. Unusually long outstanding reconciling items should be investigated. Physical checks should also be performed on assets

Control activities	Description
	and petty cash and the supporting documents should be available for IFAD and auditor's review.
<i>Reviews of operating performance</i>	Operating performance is reviewed against a set of standards on a regular basis, assessing effectiveness and efficiency. If performance reviews determine that actual accomplishments do not meet established objectives or standards, the processes and activities established to achieve the objectives should be reviewed to determine if improvements are needed.
<i>Reviews of operations, processes and activities;</i>	Operations, processes and activities should be periodically reviewed to ensure that they are in compliance with current regulations, policies, procedures, or other requirements.
<i>Supervision</i>	Competent supervision helps to ensure that internal control objectives are achieved. This includes assigning, reviewing, and approving an employee's work.
<i>Information and technology related controls</i>	Information and technology controls can be both general and related to applications. The major categories of general controls are (1) entity-wide security program planning and management, (2) access controls, (3) controls on the development, maintenance and change of the application software, (4) system software controls, (5) segregation of duties, in both accounting system and banking system and (6) service continuity. Application controls are the structure, policies, and procedures that apply to separate, individual application systems, and are directly related to individual computerized applications. These controls are generally designed to prevent, detect, and correct errors and irregularities as information flows through information systems.

Entities should reach an adequate balance between detective and preventive control activities. Corrective actions are a necessary complement to control activities in order to achieve the objectives.

The Financial Manual incorporates practical guidance on recommended control activities in the sections that follow which can be considered by the Finance Manager of the PMU when developing and improving internal controls.

New/improved controls should be documented in detail in the Financial Manual Controls. Should be considered:

1.7.2 Authorization and approval

- ✓ Each payment to be uploaded to accounting software based on an approved payment request.
- ✓ Payments released in the banking platform by 2 authorized signatories (by using authorized log-in credentials).

1.7.3 Segregation of duties

- ✓ Payment requests prepared by Accountant or Finance and Administration assistants at PPUIs.
- ✓ Payments reviewed/ cleared by Finance Manager and approved by Project coordinator and/or IDA Director.
- ✓ Payments recorded in the accounting software by Accountant
- ✓ Payments released by authorized signatories

1.7.4 Access to resources and assets

- ✓ Financial Management Office to be locked after working hours and key retained by the Finance Manager or Accountant;
- ✓ Other project offices locked after working hours when not in use

1.7.5 Verifications

- ✓ Formal Annual fixed asset verifications
- ✓ Fixed assets are tagged with unique number or barcode and serial numbers
- ✓ The fixed asset register includes all required information such as; Type of Asset, exact location of the asset, procurement details including purchase date and price, custodian and the condition of the asset.

1.7.6 Reconciliations, reviews, supervision

The following reconciliations, checks, monitoring and review activities should be prepared on a monthly basis:

Type	Description	Preparer	Reviewer (signed by)
<i>Designated account bank reconciliation (MONTHLY)</i>	Reconciliation of the bank balance of the designated accounts to the cash book balance. (IFAD format outlined in Annex 4 – Tool 3)	Accountant	Finance Manager

Type	Description	Preparer	Reviewer (signed by)
<i>Transit accounts / interest accounts / tender accounts reconciliations (local currency) (MONTHLY)</i>	Reconciliation of the bank balance of the transit accounts to the cash book balance.	Accountant	Finance Manager
<i>Fuel & Travel reconciliation (MONTHLY)</i>	Reconciliation of fuel & travel advances and reported expenditures to relevant cash book.	Accountant	Finance Manager
<i>Advance justifications (MONTHLY)</i>	Clear all outstanding advances within 15 days of the end of each month (receive and record approved expenditure) and follow up on long-overdue items for which invoices and supporting documentation have not been received.	Accountant	Finance Manager
<i>Quarterly and Monthly internal report</i>	Prepare internal reports for the purposes of monitoring project progress and identifying issues. Refer section 1.13.6 .	Finance team	Project Coordinator

In all instances, issues identified during the review/reconciliation process should be followed up and resolved in a timely manner. If the preparation is performed by finance manager, the review and sign off should be performed by the Project Coordinator to ensure segregation of duties.

1.7.7 Information and technology related controls

- ✓ Password is required to log into accounting software
- ✓ Accounting software to require password change on a regular basis
- ✓ User rights are defined and documented and linked to log-in credentials
- ✓ Daily back-up of accounting software data on server
- ✓ Sensitive information (e.g. payroll files) are password protected
- ✓ Regular software updates are undertaken to ensure that the accounting software version is supported by the technical team at accounting software. If there is any technical issue identified about the accounting software functions, the finance team should contact the

software provider as soon as possible to avoid delays in preparation of the reliable/accurate financial information.

- ✓ Offsite backup of data on a weekly basis
- ✓ Financial Management staff are not allowed to share accounting software passwords or use login credentials of another
- ✓ Desktop access requires login with a password
- ✓ Operating system software updates are performed regularly
- ✓ Use authorized signatory to have log-in credentials for on-line banking

1.8 Flow of funds

1.8.1 Disbursements and Flow of fund arrangements:

Separate designated accounts will be opened in USD for each financing instrument in a commercial bank acceptable to IFAD. There will be separate operating accounts, which will be opened and maintained by the PMU, Bie or Luanda Sul for each financing instrument in Angolan Kwanza (AOA) to receive funds from the designated accounts. Each Provincial Project Implementation Units (PPIUs) will have sub-accounts in AOA to receive funds from the project operating accounts.

The majority of payments will be processed at the PMU level, with only low value payments at the PPIU level such as petty cash expenditures and expenditures relating to trainings organized by the provinces. Each PPIU will have a debit card to use for payments. For petty cash expenditures debit card limit will be USD 1,000 and more funds will be transferred to the debit card upon justification of the expenses incurred. For trainings organized at the provincial level, the technical team will prepare the terms of reference for the training and the related budget, which will be submitted for the Project Coordinator/Director's approval. Once the approval is obtained, the budgeted amount will be transferred to the province organizing the training. Upon completion of the training, all supporting documents and reports will be submitted to the PMU in Bie or Luanda Sul.

Government Contributions: IFAD funds will not be used for payment of taxes and duties. The project will receive exemption on taxes and receive cash contributions from the Government for payment of duties, salaries and operating costs as indicated in the costab. The Government will provide sufficient level of counterpart funds for the implementation as indicated in the costab and the financing agreement. Counterpart funds will be transferred to a government contribution account, which is opened by the project in Angolan Kwanza (AOA).

The project will maintain a beneficiary account to receive beneficiary cash contributions.

Flow of Funds for Two-Tiers financing schemes (category grants and subsidies - the sub-component 2.1):

For effective monitoring of the beneficiary and PRODESA contributions, the PMU will open and maintain four (4) bank accounts in AOU for the Tier 1 & 2 as follows:

Tier 1 account A - T1A - beneficiary contribution
Tier 1 account B - T1B - PRODESA Tier 1 disbursement account
Tier 2 account A - T2A - beneficiary contribution
Tier 2 account B - T2B - PRODESA Tier 1 disbursement account

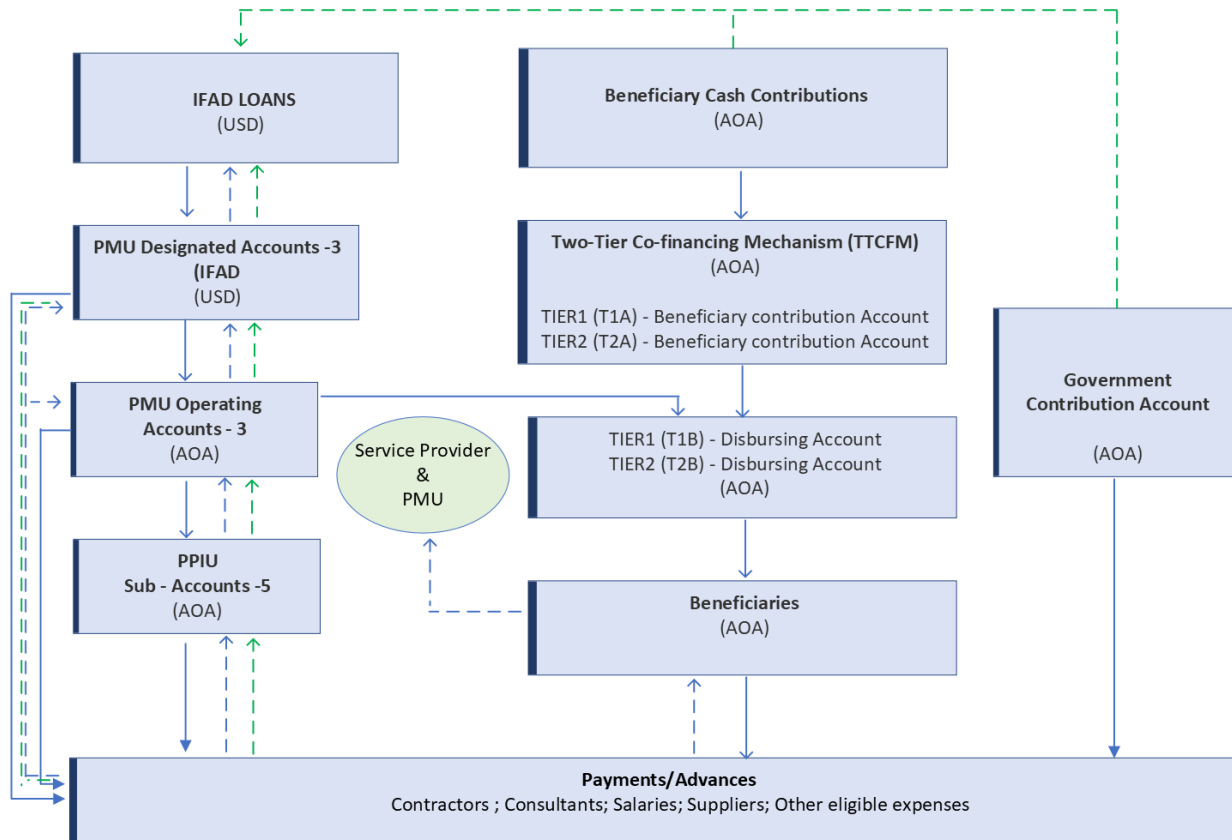
Bank Account 'A' (Beneficiary Contribution Account) – incoming funds: This account will be used for capturing and monitoring of the beneficiary contributions, which is the condition for disbursement of PRODESA share of the business plans. Beneficiaries will transfer their contribution for their Business Plan to this account. All transactions in this account will be relating to beneficiary contributions for Tier 1.

Bank Account B (Disbursement Account) – Exiting Funds: PRODESA share of the Business Plan plus beneficiary contributions in Bank account A will be transferred to this account. The total amount (the beneficiary + PRODESA contribution) will be transferred to the beneficiary's bank account for the approved business plan.

IFAD funds will be disbursed based on submission of quarterly Interim Financial Reports (IFRs), which will be submitted to IFAD within 30 days of the end of each quarter. Each financing instrument will be presented separately in the IFRs. Following disbursement procedures will be used for PRODESA: a) reimbursements, if approved by IFAD at design; b) advances; and c) direct payments for payments of more than USD 400 000, which will be allowed only on exceptional cases and subject to prior No Objection from IFAD.

Daily transfers to the transit accounts will be based on project cash flow needs as determined by the accounting software and cash will not be kept in local currency for extended periods of time to reduce exchange rate exposure.

FLOW OF FUNDS CHART



1.8.2 Authorized bank signatories

All bank accounts will have 3 authorised signatories. All bank transfers will be required to be released by 2 authorised signatories.

1.9 Accounting

1.9.1 Accounting system

Most of the Project activities result in the revenues, commitments or expenditure of funds. The accounting system records, processes and organizes this data in order to produce useful financial information in the form of AWPB, financial reports, and Withdrawal Applications, Financial Statements etc. needed by the financier and project management. The accounting system should reflect the Project's needs and be designed to provide the financial information required by all interested parties. It should also fulfil all the legal and regulatory requirements of PRODESA. In addition, the accounting system should incorporate the reporting requirement of the chosen accounting standard for PRODESA which is IPSAS, Financial Reporting under the Cash Basis of Accounting.

1.9.2 Centralized and decentralized accounting at PRODESA

The accounting function will be maintained by PRODESA at the Bie or Luanda Sul based PMU. The same accounting software will also be used by the PPIUs for recording and reconciliation purposes. The transactions will be recorded in the accounting software daily with the correct component and expenses category.

1.9.3 Accounting software

The project will use the PHC integrated accounting software, which is already being used by on-going IFAD portfolio to maintain the project accounts and generate financial reports as per IFAD requirements. The software is able to record transactions by component, sub-component, category and financier in multiple currency. To allow the project to track the actual amount of each financing, the PMU will keep separate ledger accounts for each financing instrument and submit separate Withdrawal Applications. The software will also have the budgeting and financial reporting functions.

1.9.4 Chart of accounts

The accounting software should include the appropriate Chart of Accounts (COA). The Chart of Accounts should be developed to cater for:

- All components and sub-components are incorporated in the AWPB (outlined in the financing in agreement)
- All categories as outlined in the financing agreements
- Sources of finance (e.g. Government, IFAD BRAM, IFAD PBAS and Beneficiaries)

- Sub categorisation to cater for activities at the various provinces.

The Chart of Accounts should mirror the cost tables (as presented in the Project design report) to enable comparison of actual Project costs during implementation with those estimated during the Project design.

(COA example: Accounting Code – Location/Province – Description – Component – Subcomponent – Category – Financier – Currency- Amount)

1.9.5 Recording and processing of transactions

Whenever a transaction takes place under the Project, it should be recorded and processed using the accounting software. Transactions are recorded as per the IPSAS cash basis of accounting which requires the recognition of revenues and expenditures at the time received or paid out (inflows and outflows).

Each transaction should be recorded in the accounting software based on the following:

- Use double entry accounting (debit and credit, with cash always being one of the entries)
- Capture the transaction using the correct account code (as determined by the chart of accounts) – for all transaction, to be confirmed the Finance Manager
- Capture transactions, which have the required supporting documentation
- Capture information accurately and completely.

1.9.6 Accounting for in-kind contributions:

The IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Projects requires projects to account for and disclose in-kind contributions (IKC). In order to meet this requirement, the Project is required to measure in-kind contributions as outlined below and record them in the accounting system, or if the accounting software does not allow, in-kind contributions should be maintained manually in excel files and updated quarterly to ensure all in-kind contributions are accounted for and included in the financial statements.

When recording in-kind contributions, it is important that in-kind contributions are classified according to the same principles as regular Project expenditures; that is, every contribution must be linked to an activity/component, a category and a financing source (government and/or beneficiaries) to ensure that consolidated financial reports can be produced without extra effort.

As a rule, goods and services provided as in-kind contributions will be recognised at their “fair market value”. Fair market value is defined as: the price the Project would be expected to pay for such goods and services in a local, open and unrestricted market. The PMU will ensure that the reported fair-market value for IKC is reasonable and correctly and fully disclosed in its financial statements. Following are some examples of type of in-kind contributions:

In-kind contribution category		Eligible elements in fair value calculation	Non-eligible elements in fair value calculation
Goods in kind Fixed Assets	Use of land	If the contribution of land is within the project implementation period and is sufficient to fully reach the planned results and impact, the full price of the land plot may be shown, supported by official document or data with evidence of the price (Land Registration Certificate; Department of Statistics or other official institutional document). If the contribution of the land is only for the duration of the project, use the official rent price per month, multiplied by the number of months. Price calculation should be supported by official documents and/or rental agreement, or evidence of actual use by the project or other similar documentation.	If the use of land is not exclusive to the project, only that part dedicated to the project should be reflected in the cost used to value the contribution.
	Use of vehicles	Average cost per month or day at the official rent; price specific for that locality, multiplied by the number of days/months used, Amortization of the vehicle is calculated as follows: • subtract the fuel cost per km from the UN/national official rate used for private travel in that country per km; • multiply the number by the approximate number of km to be driven during the project. If fuel is also shown as in-kind, use the full cost at the UN official/national rate for private travel per km, multiplied by the total distance driven during the project.	
	Equipment, materials and supplies (for example, computer and electronic communications, plant and machinery)	If the contribution is with used equipment, materials and supplies, they are to be valued at: • fair market value; • Institution book value.	Equipment, material and supplies at list price or discounted list price
		If the contribution is with new equipment, materials and supplies, they are to be valued at: • the selling price to most-favoured customers (if stock item); • cost of manufacture (if one-of-a-kind).	Rental equivalents exceeding accepted values had the equipment been donated or sold
		If with loaned equipment, material and supplies, valuation is to be based on: • rental equivalent based on depreciation; • rental equivalent at highest-volume rate.	Development costs
	Use of buildings, meeting rooms, spaces or facilities	If the use is partial, straight-line depreciation of the full cost of the asset for the duration of project	
		Donated meeting rooms, space or facilities for which a rental fee is usually charged. The space used should be specifically related to and necessary for the project.	

<i>In-kind contribution category</i>		<i>Eligible elements in fair value calculation</i>	<i>Non-eligible elements in fair value calculation</i>
Goods in kind Intangible Goods			Development costs of new software and new technologies that go beyond the scope of the project
		Market price of asset/software for project duration	
	Use of software, new technologies and databases	Cost of purchasing licences needed for the project, if not already provided by the institution	
		Development cost of new technologies related to the project	
	Dissemination of results	Cost depreciated over the duration of project	
	Travel and subsistence costs	Reasonable out-of-pocket travel and subsistence expenses for work that is directly devoted to the funded project.	
		Use of air miles points to pay for travel and subsistence.	Costs to cover conference fees, travel, hotels, food, etc., to attend events, meetings, etc. that are unrelated to issues or topics related to the project.
		Reasonable conference travel costs related to the funded project.	
		Conference registration fees, or a proportion of these fees if only part of the conference focuses on issues or topics related to the project.	

<i>In-kind contribution category</i>	<i>Eligible elements in fair value calculation</i>	<i>Non-eligible elements fair value calculation</i>
Services in-kind	Employees' salaries	Salaries and expenses of management activities not directly related to the project. Payments to the project director, co-applicants and/or collaborators as consulting fees (additional to basic salary). Salary and expenses for administrative support staff.
	Labour such as professionals, experts, volunteers, workforce from the beneficiaries	Fees for consulting and/or technical expertise directly related to the funded project at daily market rates in the country or area, calculated per day or per month, for example, number of days x market value per day Fees not related to the project
	Partner remuneration	Overhead based on the salary and benefits of partner institution employees (not those of the host institution) when they undertake activities related directly to the project
	Faculty remuneration	Payments to the project director, co-applicants and/or collaborators as consulting fees (additional to basic salary).
	Tax exemption	

It should be noted that the funds transferred to the government contribution bank account for payment of duties, salaries, operating expenditures or any other expenditures are classified as cash contributions.

The project will measure in-kind contributions in accordance with IFAD Technical Note on In-kind Contributions outlined in the following link and illustrative Matrix/Reporting templates are included under the ANNEX 4 - [TOOL 5: In-Kind Contribution Reporting Templates \(Illustrative\)](#):

<https://webapps.ifad.org/members/eb/125/docs/EB-2018-125-R-7-Rev-1-Add-6.pdf>

Under IPSAS Cash Basis of accounting, the in-kind contribution should be disclosed in the notes to the financial statements. The Project should also disclose in the notes to the financial statements:

- The nature and type of major classes of IKC received;
- The accounting policies adopted for the recognition of IKC or revenue from non-exchange transactions;

- The basis for measurement of the fair market value for major IKC classes or revenue from non-exchange transactions;
- Detailed information about the nature of the tax, for major classes of taxation revenue which the Programme cannot measure reliably during the period,

The domestic IKC will be recognized when it is: (i) included in the AWPB; (ii) supported by adequate documentation fully auditable; (iii) does not significantly exceed the total eligible expenditure planned for the project excluding the value of such contributions.

1.9.7 Accounting for exchange rate matters

When claiming expenditures in local currency in the Withdrawal Applications and preparing a financial report, it is important to use the prevailing rate (historical exchange rate) at the time of transfer of funds from the Designated Account to the local currency account. Subsequent expenditures should be recorded on the First in First Out basis.

- IFAD transfers funds to the Designated Account (in USD) as per the approved WA
- A portion of the funds in the Designated Account (usually the estimated local currency expenditures of the Project for the following month) is transferred to the transit account in the local currency and is topped up as the need arises
- Local currency expenditures are then funded from the operating account.
- When justifying the local currency expenditures to IFAD, these expenditures are converted into the denomination of the designated account, using the prevailing rate (historical exchange rate) at the time of transfer of funds from the Designated Account to the Project Operating Account.

For example:

The Project has a Designated Accounts denominated in USD and an Operating Account denominated in Angolan Kwanza:

- USD 100 000 is transferred to the Project Operating Account in Angolan Kwanza (AOA) on 1 January 2023 at a prevailing rate of 835 to 1 USD (equalling 83 500 000 AOA).
- USD 200 000 is transferred to the Project Operating Account in Angolan Kwanza (AOA) on 1 September 2023 at a prevailing rate of 832 to 1 USD (equalling 166 400 000 AOA).
- During the reporting period of 1 Oct to 31 Dec 2023 the Project incurs expenditures in local currency up to 90 000 000 AOA.
- Replenishment/Justification request for total expenditures incurred during the reporting period is submitted to IFAD in Jan 2024, but the exchange rate is now 844 AOA to 1 USD.
- The withdrawal application should be prepared using the historical rate of 835 AOA for expenditures up to 83 500 000 AOA (therefore claim $83\,500\,000 / 835 = 100\,000$ USD)
- For the remaining amount of 6 500 000 AOA, historical rate of 832 will be used (therefore claim $6\,500\,000 / 832 = 7\,812.5$ USD)

1.9.8 Accounting for advances

The Project may make advances either in the form of cash or by bank transfer (travel related, advances to implementing agencies etc.).

In terms of accounting for advances:

- Advances are recorded in the accounting system at the date that the advance is made, subject to the required approval process.
- The transaction is not recorded as an expenditure (in terms of categories, components) on this date.
- All advances should be cleared in a timely manner by the submission of original invoices. (should be within 15 days after month end)
- All outstanding advances should be cleared by no later than 30 days after the end of the fiscal year-end.
- In terms of the cash basis of accounting advances at the end of the period should be expensed and disclosed in the financial report.

1.10 Cash flow forecasting

Project cash flow needs are managed on a daily basis (amount to be transferred from the designated accounts to transit accounts). The daily transactions loaded into accounting software will determine the amount of cash to be transferred in order to ensure that project funds are not retained in local currency for extended periods of time. In all instances, cash may not be retained in local currency for more than 30 days.

The withdrawal application process as outlined below and in [TOOL 4: Interim Financial Report \(IFRs\) Templates](#): will ensure that sufficient funds are available in the designated accounts.

1.11 Disbursements

At any time between the Date of Entry into Force of the Financing Agreement and the Financing Closing Date, the Borrower can request withdrawals from the Financing of amounts for eligible expenditures. The Borrower can request withdrawals of Financing only after all withdrawal conditions included in the financial agreement have been fully complied with and compliance has been accepted by IFAD.

The following are designated as additional general conditions precedent to withdrawal;

The following additional conditions related to financial management are to be met before the first withdrawal can be realized:

Action	Responsible Party
Development of a comprehensive Project Implementation Manual (PIM) and Financial Management Manual.	PMU/IFAD
Financial Management staff to be hired from the open market on a competitive basis.	PMU

Installation of the PHC off-the-shelf accounting software.	PMU

Start-up Costs and Advance or Retroactive Financing:

To facilitate a prompt start-up, a withdrawal up to USD 500 000 may be made from the IFAD Loan to pay for expenditures related to the Project start-up before fulfilment of the conditions precedent to withdrawal. The start-up activities will include:

- (i) Recruitment of key staff,
- (ii) Finalizing the Project Implementation Manual including the financial procedures, accounting and procurement manual,
- (iii) Finalization of the first AWPB & procurement plan,
- (iv) Organization of a Start-up workshop,
- (v) The cost relating to installation of the accounting software
- (vi) Conducting a baseline survey and mapping of beneficiaries to establish a reference point for monitoring and evaluation.

Start-up costs must be accounted for and included in the first set of aggregate financial statements.

1.11.1 Eligibility of expenditures

In accordance with the IFAD disbursement procedures, between the date of entry into force of the Financing Agreement and the Financing Closing Date, PRODESA may request withdrawals from the IFAD for eligible expenditures.

IFAD Financing - Eligible expenditures are defined in the IFAD General Conditions Section 4.07 as follows:

The Financing shall be used exclusively to finance expenditures meeting each of the following eligibility requirements:

- The expenditure shall meet the reasonable cost of goods, works and services required for the Project and covered by the relevant AWPB and procured in conformity with the Fund's Procurement Guidelines.
- The expenditure shall be incurred during the Project Implementation Period, except that expenditures to meet the costs of winding up the Project may be incurred after the Project Completion Date and before the Financing Closing Date.
- The expenditure shall be incurred by a Project Party.
- If the Agreement allocates the amount of the Financing to categories of Eligible Expenditures and specifies the percentages of such Eligible Expenditures to be financed by the Financing, the expenditure must relate to a category whose allocation has not been depleted and shall be eligible only up to the percentage applicable to such category.
- The expenditure shall be otherwise eligible in accordance with the terms of the Financing Agreement.

- The Fund may from time to time exclude certain types of expenditure from eligibility.
- Any payment prohibited by a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, shall not be eligible for financing by the Financing.
- Any payments to a person or an entity, or for any goods, works or services, if making or receiving such payment constitutes a coercive, collusive, corrupt or fraudulent practice by any representative of the Borrower or any Project Party, shall not be eligible for financing by the Financing.
- All expenditures must be supported by sufficient supporting documentation as stated in the FMFCL. (Please see section below on supporting documentation).

IFAD disbursement procedures as outlined below are governed by the Project Financial Management and Financial Control Arrangements Letter (FMFCL) and Project Financial Management and Financial Control Handbook for Borrowers. The handbook is also available on the IFAD website and PRODESA should ensure that they refer to the most recent version as published at <https://www.ifad.org/en/-/document/loan-disbursement-handbook-for-projects-approved-under-gcs-effective>.

Eligibility of expenditures and Guidelines for the category Grants and Subsidies - The Two Tier Co-Financing Mechanism – TTCFM – (Addition to Eligible expenditures defined in the IFAD General Conditions Section 4.07):

Two-tier co-financing mechanism will be targeting smallholders, cooperatives and Agri-MSEs. PRODESA will support the financing of two-tier (co-) financing mechanism in support of the project's beneficiaries, facilitating access to funds for investments that are linked to the training and business development under Activity 2.1. Detailed guidelines are provided in the PIM under the Component 2 and eligibility of expenditures can be summarized as follows:

TIER 1 is set up to respond to the more immediate/ smaller business plans that cooperatives would like to rapidly move into. To unlock first level potential investments, the project will offer a small co-financing option that allows for the purchasing of key assets that can improve the agricultural operations of cooperatives (and smallholder farmers).

Targeting: The target group of this Tier are: (i) Emerging Small Commercial Farmers (ESCFs) and (ii) **Cooperatives** (smallholder farmers).

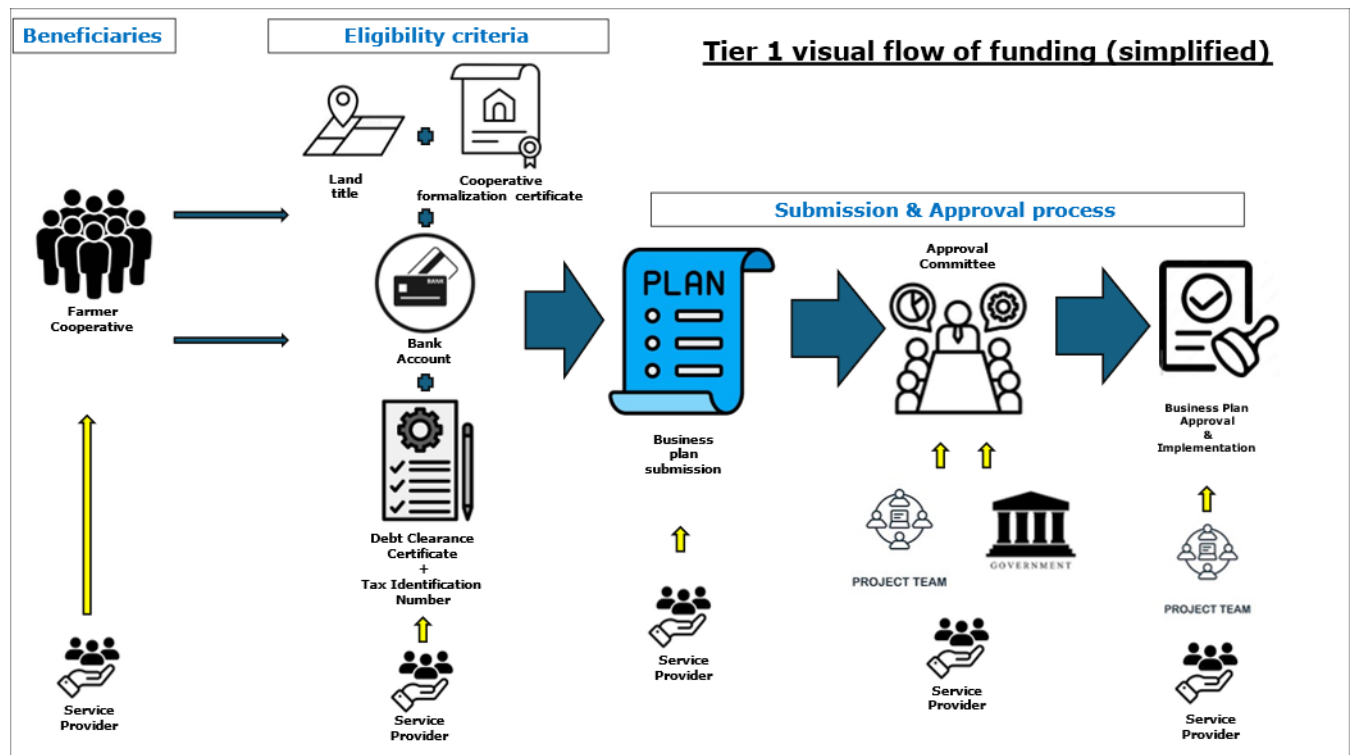
Values: The funding will 'match' a minimum value of **USD 500** and a maximum value of **USD 1,500**.

The ticket size of USD 200-1,500 was defined in line with small investment values (such as simple equipment showcased in the FFS activities under Sub-Component 1.2) that will be co-financed between the project and the borrower.

Contribution percentage: Beneficiaries will contribute **25%** of the total **financing need value**^[18] related to the business plan. The remaining **75%** will be covered by PRODESA.

This tier aims to support micro businesses, the total value of which is up to 7,500 USD. These businesses can develop an investment proposal that defines their 'financing needs' in terms of what they would like to further invest in and can apply to PRODESA for financing assistance within a 200-1,500 USD range. Based on that PRODESA will provide a grant that is the equivalent to 75% (USD 150-1,125) of the total that the business has requested. For example, if a small farming business is estimated to the value of USD 7,000 and the farmer would like to invest in a small irrigation system for which he/she needs USD 1000, PRODESA would provide a grant for USD 750 against a USD 250 provided by the farmer him/herself.

Fundable category: Considering the nature of Tier 1, funding will be allowed only for Capital Expenditures (CapEx) investments.



TIER 2 is set up to respond to more elaborate business plans that relate to slightly larger investments than those in Tier 1. Business plans under this tier will target more mature business ideas, with proponents that already have a business savviness and have showcased a capacity to already engage in market-oriented investments in a structured manner (if supported with the adequate BDS coaching).

Targeting: The two target groups of this tier are: (i) **Cooperatives** (smallholder farmers), (iii) **Agri-MSEs**.

Values: The funding span will have a minimum value of **USD 1,501**, and a (total financing need) maximum value of **USD 5,000**.

The ticket size of USD 1,501-5,000 was defined based on larger investment needs for more sophisticated equipment or infrastructure, however, limiting the grant size in a way that allows for commercial agri-lending to come-in.

Contribution percentage: Beneficiaries will contribute **40%**⁴ of the total **financing need value** related to the business plan. The remaining **60%** will be covered by PRODESA.

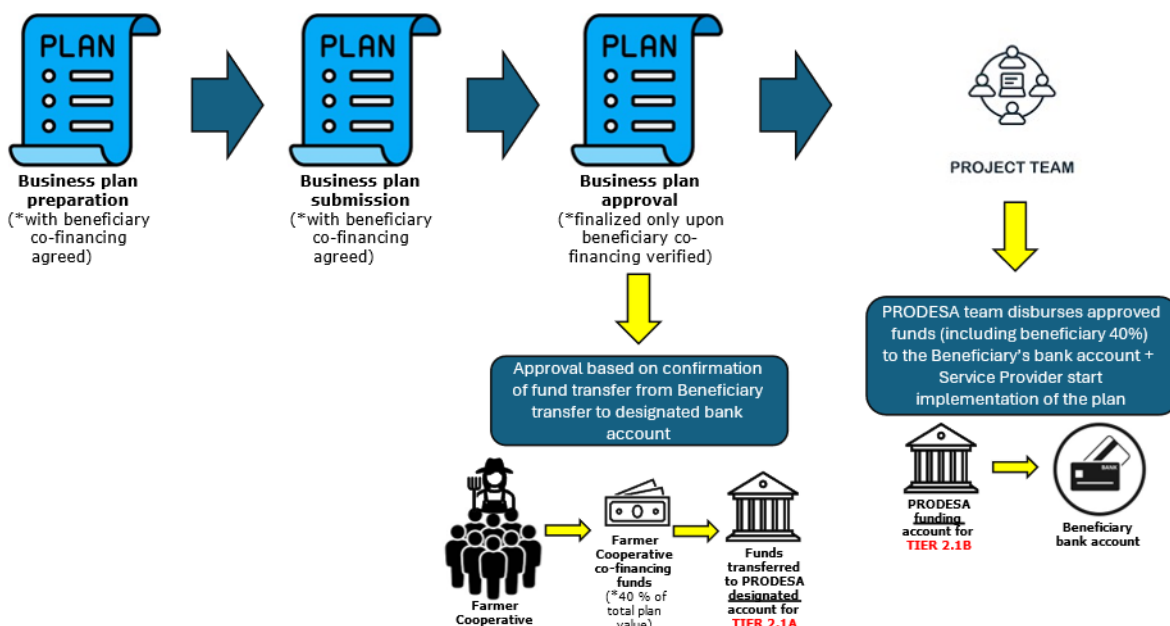
This tier is aimed at larger investments, by small and medium sized companies whose business value is not larger than USD 25,000. These businesses can also present a request for financing that defines their 'financing needs' and describes what it is that they would like to invest in. Based on that PRODESA can give them 60% (USD 900-3,000) of request that is between a USD 1,501-5,000.

For example, if a medium size farm, whose business is estimated to be around USD 20,000 (and is thus eligible for assistance under this Tier) would like to invest in a small mill costing USD10,000. The business can turn to PRODESA and request assistance for a USD 5,000 cost-sharing grant, under the conditions of which PRODESA would provide a grant of USD 3,000 with USD 2,000 contributed by the business itself. With this capital of USD 5,000 and help from PRODESA in developing a bankable business plan and assisting access to commercial finance (described in Key Activity 2.1.4) the business can apply to financing institutions for the remaining USD 5,000 to invest in the USD 10,000 small mill.

Fundable category: Considering the nature of Tier 2, funding deriving from the PRODESA will be allowed only for Capital Expenditures (CapEx) investments and Operational Expenditures (OpEx*) costs.

- *OpEx investments will be allowed to cover a maximum of 25% of the total value of the plan.

Example of Tier 2 co-financing fund verification (associated to business plan approval)



PRODESA will also finance plan with both (i) Beneficiary and (ii) additional external funding : this will focus on larger business plans seeking external funding from other financial institutions. In this sense, Tier 2 of PRODESA will function as a catalyzer for blended financing from other financial institutions (and their instruments) to the benefit of the PRODESA beneficiaries. (e.g. FADA, FGC, Kixi Credito, FACRA Commercial banks).

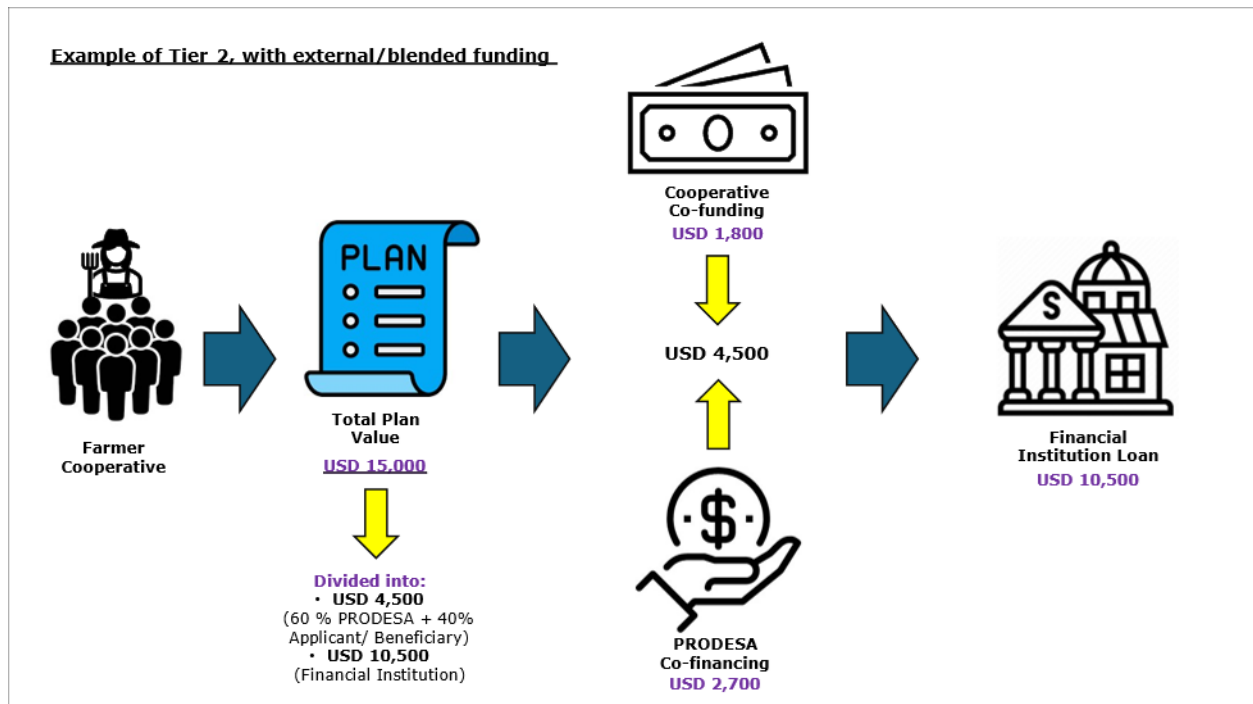
Targeting: The two target groups remain (i) **Cooperatives** (smallholder farmers) and (ii) **Agri-MSEs**.

Values: The funding span will have the same (total financing need) minimum value of **USD 1,501**, and a (total financing need) maximum value of **USD 5,000** – in support of business plans with total values or minimum 4,500 and for a maximum total value of USD 25,000.00 - for which a **maximum value of USD 5,000 or 1/3 (33.3%) of the total financing need value (for plans maxed at USD 15,000) can be funded under the PRODESA Tier 2.**

Fundable category: Considering the nature of Tier 2.2, funding deriving from the PRODESA will be allowed only for CapEx investments and OpEx* costs.

- *OpEx investments will be allowed to cover a maximum of 25% of the total value of the plan that relates to the PRODESA funds (N.B. – 30% of the total plan value).

- Additional values related to the remaining total of the business plan (70%) will be negotiated with the Financial Institution providing additional external funding.
- In cases where external funds are required to top-up PRODESA funds in order to meet the full financing needs of the business, the external finding must be approved for the funds approved by PRODESA to be disbursed. The project will of course provide applicants with an official letter of pre-approval from PRODESA, that can be used in the presentation of the their business plan to external entities for additional financing (also mentioning that disbursement of funds, of the already approved financing under Tier 2, is simply pending the second approval from the second entity).



Eligibility of funding categories. The fundable items under Tier 1 and Tier 2 will consist of a combination of both Capital Expenditures (CapEx) and Operational Expenses (OPEX). The two tiers are predominantly set up for CapEx expenses, with the intent of providing capital for a diverse set of investments (i.e. transportation, equipment, machinery, etc.). The two tiers will also cover a defined list of OpEx expenses in specific case for Selling, General and Administrative Expenses (SG&A) costs, and more broadly for Costs of Goods Sold (CoGS).

CapEx and OpEx costs are elaborated below:

- For CapEx (Tier 1 and Tier 2.1): the project will fund all CAPEX related investments for up to 100% of the total value of the request
 - These costs are mainly related to the purchasing of specific goods and services, based on a one-off investment purchase. Therefore, these are not to be considered in any way as recurrent costs.
 - No Human Resources costs (salaries) can be associated with CAPEX funding, hence labour services are not accounted for, unless linked to specific services (e.g. land preparation with tractors, labor for the construction of an asset for which funding is foreseen, etc.). This will be considered on a case-by-case basis, and only funded where deemed appropriate.
- For OpEx (only Tier 2.1 and 2.2):
 - The project will **not** cover key day-to-day expenses related to Human Resources (e.g. CoGS costs related to payroll/staff).
 - On CoGS: The project will be able to fund all types of direct costs related to the production of goods the smallholder, cooperative and/or SME are focusing on.

Eligibility criteria for business plan selection

The TTCFM will require two sets of documentation: (i) for the presentation of the business plan, and (ii) for the disbursement of funds.

1. Documentation for business plan presentation:

5 key criteria will be required for business plans to be considered for selection under the two PRODESA funding tiers. These are below listed:

- **Registration Certificate/ Formalization documentation** confirming the GoA's registration and recognition of the entity (Cooperative and/or MSE);
- **Cooperative certificate** - in the specific case of Cooperatives, this would require formalization at provincial level and (preferably) publication of the Cooperative's
- **Business license** (*alvará*) - only for Agri-MSEs
- **ID document** – for ESCFS
- **Bank account** (in the name of the Cooperative or MSE);
- **Tax Identification Number** (NIF - *Número de Identificação Fiscal*);

- **Debt Clearance Certificate(s)**

- These are verifiable through the obtainment of a Debt Clearance Certificate(s) (e.g. *Certidão de Não Devedor* and/or *Certidão de Dívida Tributária* – through the appropriate channels).
- Debts should be verified as clear/ non-pending with both public and private entities.
- **Land title** (in case of businesses that require land for their operations) - only for investments that foresee structures that are not mobile;

2. Documentation for business plan disbursement:

- **Bank account** (in the name of the Cooperative or MSE);
- **Proof of applicant's contribution:** co-financing funds confirmed by the PMU through a bank transfer slip;
- **Procurement process outline** – as per business plan indications, with the associated quotations (and as per PRODESA procurement rules and regulations). Simplified for Tier 1 (e.g. presentation of quotations), and slightly more detailed for Tier 2 (as per business plan prepared).

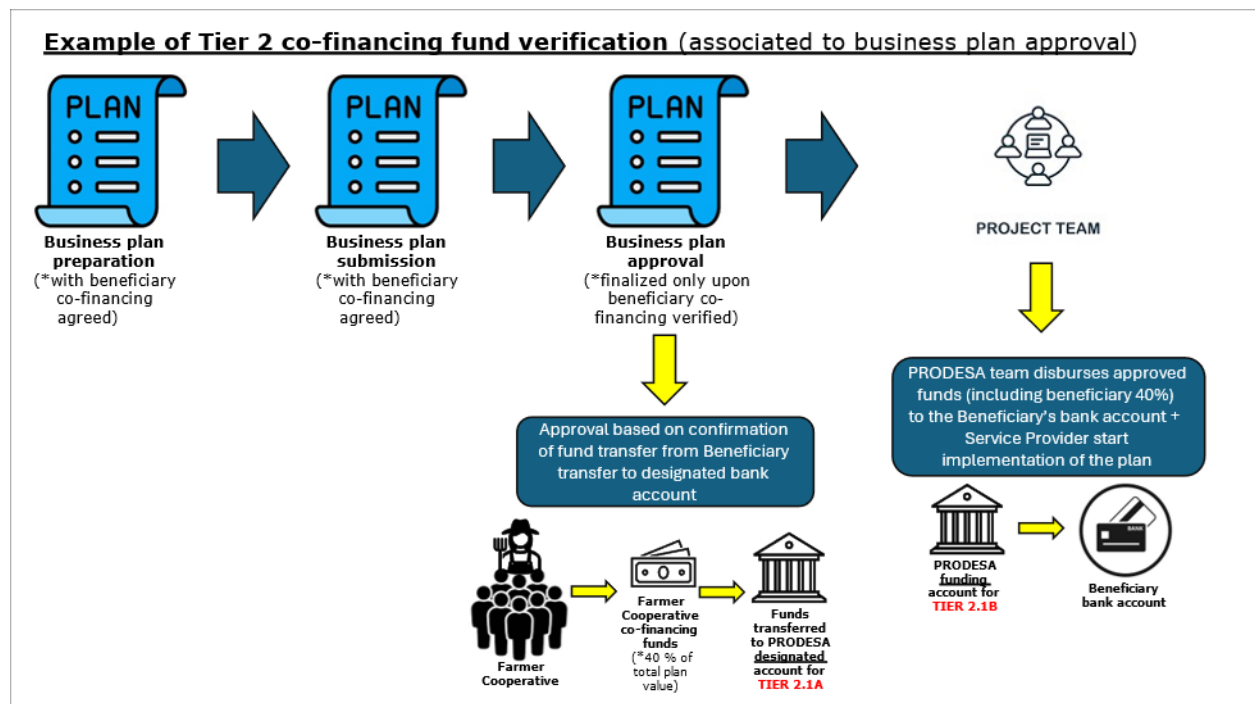
Cooperatives and Agri-MSEs will be supported in the preparation of their business plans, and additional support will be provided where necessary to the formalization process mentioned above. Dedicated funds have been allocated in the budget and will be utilized on a case-by-case basis, in all three provinces targeted in Phase 1.

The overarching criteria for the business plans will follow the below factors of eligibility:

- Financial Viability: For the purpose of the PIM, financial viability is defined as the ability to generate returns on investment, i.e., income to cover/meet the operating costs and financial obligations of the business entity as well as to render profit and provide the potential for future growth.
- Applicants will have to clearly describe the technical and financial viability of the business as well as of the proposed investment.
- Operational Sustainability: The applicants must describe whether the business can maintain existing practices (as well as innovate and increase productivity) without placing future natural and social resources /investments at risk. The PRODESA PMU, through relevant focal points for this area, will evaluate also against the proposal's impact on both ecological and social resources.

- **Social and Environmental Sustainability:** The TTCFM incentivizes the adoption of new technologies to promote increased production/productivity/commercialization in an environmentally and socially sustainable way. Smart and resilient practices are of utmost importance to avoid continuing deforestation and land degradation that could jeopardize longer term sustainable production.

The funding for smallholders and cooperatives will be rendered as efficient as possible given the nature of the business plans they present, and their financing needs (low in value/ rapidly implementable). Furthermore, PRODESA would need to develop a critical mass of bankable business plans to be considered by the project and also presented to financiers engaged under Key Activity 2.1.3.



Business plan implementation (contracting + procurement): Implementation of the business plan is the responsibility of the applicant, under the supervision of the PMU and the technical support of the BDS-SP.

- **Contracting:** the PMU focal points for the TTCFM (in coordination with the BDS-SP and the Approval Committee) will set up a complete physical and electronic archive for each approved proposal and submit it to the PMU, in coordination with the PRODESA (i) Finance Management Manager, (ii) Procurement and Contracts Manager, (iii) Monitoring & Evaluation Manager, and all associated assistants.

- Contracting is primarily the responsibility of the Sub-Component 2.1 leading staff, with support from the PMU (central and provincial) in ensuring communication with/feedback from the approved candidate. Standard contracts are used for each type of beneficiary and adapted as required to the specific project.
- Procurement: All procurement of goods is the responsibility of the applicant. Applicants will follow the PRODESA procurement rules, or the PMU will elaborate a simplified procurement manual (where deemed necessary), to guide the procurement process for cooperatives and Agri-MSEs under the TTCFM.
- Disbursement: This is responsibility of the Sub-Component 2.1 lead staff, in close coordination with the PMU to ensure that all disbursement conditions are met.

It is important to note that the above is valid for both Tier 1 and Tier 2. In the case of Tier 2 with External Funding, the approval will follow the same process, but the business plan approval will serve the purpose of unlocking the additional funding of other financial institutions, hence serving as a 'confirmed availability of funds'. The ultimate responsibility of the plan will reside in the financial institution, but in coordination with the PRODESA PMU (and the BDS-SP).

Business plan implementation and monitoring. Business plan implementation will be conducted under the overall supervision of the PMU and specifically of the team members associated with the workstreams of Component 2.1. The day-to-day accompaniment and general support will be under the responsibility of the BDS-SP, from implementation (i) start-up in coordination with the beneficiary, to continued (ii) monitoring and (iii) coaching, (iv) reporting on progress, (iv) final evaluation and (v) knowledge management in regard to results.

1.11.2 Disbursement procedures

The Interim Financial Reports Package will be used as a basis for the submission of withdrawal applications (WAs) to IFAD. WAs accompanied by interim financial reports (IFRs) and relevant forms and supporting documents outlined in the FMFCL, will be submitted to IFAD via the IFAD Client Portal on a quarterly basis within 30 days after the period ends to justify the previous quarter's advances and request for an additional advance based on a cash forecast for the following 2 quarters. It is expected that all expenditures will be through DAs using the revolving fund mechanism.

After the withdrawal conditions have been fulfilled, the Borrower may seek withdrawals using one or more of the following disbursement methods:

Type	Description
<i>Advances & Replenishments</i>	The advance withdrawal modality for PRODESA is revolving: ▪ For revolving fund advances, the frequency of replenishments is based on cash forecasts for the following 2 quarters, as per the approved AWPB; ▪ WAs will be submitted quarterly within 30 days of the quarter-end. Interim financial reports (IFR) are required for disbursement purposes and must be submitted to IFAD electronically through the ICP with the WAs.
<i>Direct payment</i>	The Borrower may request IFAD to make payments directly to a third party (e.g. supplier) for eligible expenditures. <u>This procedure is available in exceptional cases only and subject to IFAD's No objection</u>, generally for high-value payments for large contracts for which funds in the DA may not be adequate (individual payments above USD 400 000). Direct payments should not be used to avoid or override national legislation or banking procedures. The Borrower remains responsible for validating and authorising all such payments. Direct payments are subject to financial management processes at the Project, including audit. <u>The Withdrawal Application MUST indicate the date on which payment becomes due to the supplier and the PMU should inform the Borrowing ministry about the direct payment.</u>
<i>Reimbursement</i>	Reimbursement is applicable when eligible Project expenditures are pre-financed by the Recipient before access to IFAD's financing is possible, subject to EB approval. Such reimbursements are expected to be claimed no later than 90 calendar days from the date of payment by the Recipient.

1.11.3 Evidence of Authority to sign Withdrawal Applications

IFAD requires PRODESA's representative, as designated in the financing agreement, to furnish satisfactory evidence of the authority and authenticated specimen signatures of the individuals who will sign the Withdrawal Applications (WAs) on behalf of PRODESA. This evidence must reach IFAD before the first WA is presented by PRODESA. A sample template is provided in the FMFCL as annex 2. Each WA should be signed by such duly authorized individuals, and the Fund must be notified of any change in the signatories authorized to withdraw funds from the loan accounts. The Borrower should formally communicate the changes in authorized signatories with IFAD at least one month before the next IFRs/WAs submission deadlines to avoid delays in submission of WAs and liquidity issues.

IFAD must also be notified of the designated signatories for operating any designated and/or Project or other accounts, including changes thereto, whether or not these authorized

signatories are included in the financing agreement. Such changes, as effected during the life of the Project, must be communicated promptly to the IFAD. PRODESA should provide the names and specimen signatures of the newly appointed signatories and include the date when such change is to take effect. The original of such changed documentary evidence is to be provided to IFAD.

1.11.4 The Designated Account

The flow of funds for PRODESA starts with the opening of the Project Designated Accounts (DAs) in Angola as indicated in the Financing Agreement and the FMFCL. The Finance Manager is responsible for following up on opening the designated accounts and managing the Designated Accounts including preparation of monthly reconciliations and statements in line with the IFAD templates as outlined in [Tool 3](#).

1.11.5 Withdrawal of Financing Proceeds using withdrawal applications

The Finance Manager is required to ensure that Withdrawal Applications are prepared and submitted to IFAD with consideration of the following requirements:

Requirement	Guidance
<i>Timeliness</i>	The Borrower will provide, each quarter, satisfactory accounting evidence ("justify" the advance) that previous withdrawals have been properly spent for eligible expenditures. For this purpose, WAs will be submitted quarterly, even if no further advance or replenishments are being requested. Advance requests will be submitted through ICP on a quarterly basis based on cash forecasts for the following two quarters and full amount will be claimed in one WA.
<i>Completeness and accuracy of supporting documentation</i>	Each Withdrawal Application should be submitted to IFAD in accordance with the requirements outlined in the Project Financial Management and Financial Control Arrangements Letter (FMFCL). All supporting documents indicated in the FMFCL must be uploaded to ICP with Withdrawal Applications.
<i>IFRs</i>	Interim Financial Report(s) (IFR) are required both for reporting and disbursement purposes. IFRs for reporting purposes must be submitted in accordance with the frequency and submission deadlines detailed in FMFCL. When submitted as a component of Withdrawal Applications, IFRs must be submitted in a form and quality acceptable to IFAD. (Templates are outlined in Tool 4).

Requirement	Guidance
<i>Duly authorised</i>	Ensure that WAs and accompanied IFRs are duly authorised in terms of PRODESA's authorisation procedures and signed by the duly authorised representatives.
<i>Document retention</i>	Submit copies of supporting documentation with the WA. Retain original documentation for inspection by IFAD upon request.

1.11.6 Initial advance

Ensure the disbursement conditions as per the financing agreement and the Project Financial Management and Financial Control Arrangements Letter (FMFCL) have been met which includes provision of the following:

- Evidence that a designated account has been opened and the names/titles of the persons authorised to operate this account.
- A letter from the PRODESA, designating the name(s) of official(s) authorised to sign withdrawal applications including their specimen signature(s).
- Development of a comprehensive Project Implementation Manual (PIM), which is including Financial Management Section.
- Experienced Financial Management staff to be hired from the open market on a competitive basis.
- Installation of the PHC accounting software.

1.11.7 Replenishing the advance

- Form 100 (integral part of ICP)
- Interim Financial Report package, including; (i) a cash forecast for the following two quarters, as per the approved Annual Work Plan and Budget (AWPB) for IFAD financing; (ii) Sources and Uses of Funds Statement; (iii) DA Activity Statement. (iv) Actual vs. budget for quarter; (v) Actual vs. budget for financial year; (vi) Actual vs. budget cumulative.
- IFRs must be signed by authorized signatories and all supporting documents indicated in the FMFCL must be uploaded to ICP with Withdrawal Applications.

1.11.8 Suspension and the designated account

During a full suspension, IFAD will not replenish the designated account. However, Borrowers may continue, except as otherwise indicated, to use any balance in the designated account to meet eligible expenditures and applications documenting these expenditures should continue to be regularly submitted.

1.11.9 IFAD Client Portal (ICP)



The IFAD client portal (ICP) enables PRODESA to:

- access real-time financing information on country portfolios as well as operational and financial information related to Projects
- submit Withdrawal Applications directly and obtain electronic approvals required both from concerned ministries and IFAD
- manage banking instructions electronically
- on-line submission of all project financial reports and related documentation to IFAD, including quarterly interim financial reports as supporting documentation for Withdrawal Applications (WA), as well as annual audited and unaudited financial statements.
- create and download relevant reports

The Project may submit electronic copies of its withdrawal applications and maintain hardcopies for audit purposes.

Quick Reference Cards for each type of transaction can be found in ICP Help section.

The screenshot shows the IFAD user interface. At the top, the IFAD logo is on the left, and the user's name 'User38' is in the center. To the right of the user name are links for 'Notus', 'ICP Updates', 'IFAD News', 'Help' (circled in red), 'Support', and 'Log Out'. Below the navigation bar, there are four main sections: 'Projects' (Your active projects), 'Tasks' (Task & processes), 'Documentation' (Project's documents), and 'Reports' (All the reports). Below these sections, the 'Projects' section is highlighted, showing 'You have 1 active projects. Use filters to sort them.' Below this, there is a filter bar with fields for 'Project Name', 'Financing Number', 'Financing Type', and 'Financing Status' (set to 'ACTIVE'). A 'FILTER' button is on the right.

The screenshot shows the IFAD ICP Help page. The top banner features the IFAD logo and the text 'Investing in rural people'. Below the banner, there is a large graphic with a target and arrows, and the text 'ICP Help'. On the left, there is a sidebar with a list of topics: 'Introduction', 'ICP Access, Login and Roles', 'Reports', 'ICP Transactions' (highlighted in yellow), and 'Frequently Asked Questions'. On the right, there is a list of topics under the heading 'ICP Transactions': 'Author Transactions: Submissions' (circled in red), 'Approver Transactions: Authorizations and Rejections', and 'FAQ'.

1.11.10 Refund of withdrawals

If the IFAD determines that any amount withdrawn from the Loan Account was not used for the purposes indicated or will not be needed thereafter to finance Eligible Expenditures, the Borrower shall promptly refund such amount to the IFAD upon instruction by the Fund.

1.12 Processing of payments

Procedures for payments are outlined as follows.

1.12.1 Supporting documentation

The processing of all payments is subject to PRODESA retaining the following original supporting documentation after processing:

Expenditure type	Supporting documentation
<i>All</i>	▪ Signed contract or confirmed purchase order – showing the specified amount that is due to be paid; ▪ The bank guarantee for: ○ advance payment, as specified in the contract documents; ○ performance, as specified in the contract documents; ▪ Copies of communications sent by the IFAD country Project manager to the PRODESA providing the 'no objection' to the contract award; and ▪ Payment/Fund request. ▪ Evidence of payment made by PRODESA.
<i>Goods</i>	▪ Items listed above under "all" ▪ Supplier's invoice, duly certified for payment by the Project Coordinator– specifying the goods, their quantities, and prices; ▪ Bills of lading or similar documents; and ▪ As appropriate, the certificate of delivery (to include condition of goods on delivery).
<i>Civil works</i>	▪ Items listed above under "all" ▪ The claim of the contractor, including a financial progress report, stating the work performed and the amount due; ▪ A certificate – signed by the Project consultants or owner's representative, if any, or by the borrower's chief engineering officer or resident supervising engineer assigned to the Project, to the effect that the work performed is satisfactory and the payment claimed is due in accordance with the terms of the contract; and ▪ A copy of the contract payment monitoring form signed in the original by the certifying officer.
<i>Services (including consultants)</i>	▪ Items listed above under "all" ▪ The supplier's or consultant's claim duly certified for payment by the Project coordinator and showing sufficient detail. ▪ Payment request ▪ As appropriate, a certificate of delivery of satisfactory services.
<i>Grants and subsidies</i>	▪ Beneficiary's Business Plan ▪ Evidence showing the approval of the Business plan by the Service Provider and the Approval Committee. ▪ Evidence showing the financing ratio is in line with the ratio specified in the grant guidelines and that the eligibility criteria for Business Plan selection are met. The registration certificate, formalization certificate, tax identification number and debt clearance certificate have been

Expenditure type	Supporting documentation
	submitted to the Service Provider and the bank account is opened to receive funds from the project. ▪ Evidence showing the transfer of beneficiary contributions to the beneficiary contribution account before the full amount (PRODESA + Beneficiary contribution) is disbursed to the beneficiary's bank account. ▪ The bank statement showing the disbursement of full amount to the beneficiary's bank account. ▪ All other supporting documents listed under the Grants implementation guidelines in the PIM. After the fund transfer; The Service Provider and the PMU will jointly monitor the use of funds at the beneficiary level and collect the supporting documentation from the beneficiaries such as contracts, invoices, delivery slips, payment slips etc.
<i>Training and Workshp</i>	▪ Travel authorization; (Approved request for workshop from originating department) ▪ Invitation letters, if any, and enrolment documents to the training ▪ Copy of workshop agenda which shows clear linkage to project ▪ List of Participants for workshops (duly signed by participants) ▪ Training certificate, ▪ Boarding passes ▪ Back to office report; ▪ Copy of applicable procurement policy and evidence of application of policy • Purchase order issued to training venue, duly authorised. • Reference to AWPB line item – clear linkage to project activities • Invoice for training venue hire / equipment hire/ refreshments • Payment requisition to evidence entry into accounting records • Copy of bank statement showing payment
<i>Trips</i>	▪ Travel authorization ▪ Relevant policies and rates with regards to international/national per-diems ▪ Evidence showing the calculation breakdown of advance ▪ Flight ticket purchased by the PMU. ▪ If the vehicle used for travel, fuel/mileage calculation sheet ▪ Expense reports by the traveler ▪ Back to office report

Expenditure type	Supporting documentation
<i>Payroll</i>	- List of approved staff positions and their salaries. - Staff contracts, appointment letters - Copies of employee remuneration related policies - Payroll reports - Time sheets, if relevant - Summary of salary payment– reconciled to individual pay slips - For seconded / part-time staff subject to cost sharing – detailed calculation to support the apportionment applied. - Evidence that consultant deliverable was reviewed - Copy of consultant invoice. - Payment requisition to evidence entry into accounting records - Bank statements showing the fund transfers - Reference to AWPB line item – clear linkage to project activities
<i>For payment, fuel, stationary and other expenses</i>	- Items listed above under “all” - Supplier invoices and receipts; - Fuel Logs - Waybills - Duly signed Vehicle Maintenance request form

Pro forma invoices are not acceptable replacement for invoices. In all instances, supporting documentation need to include final invoices.

1.12.2 General guidelines for processing of payments

For invoice related payments, the following general process is applicable:

Activity	Procedures
<i>Request and approve activity in line with AWPB</i>	Generally, ensure that expenses are in line with the AWPB/Procurement Plan and that IFAD no objection has been obtained if required.
<i>Service delivered, or goods received</i>	Obtain evidence that the goods were delivered / services received to the satisfaction of the Project. Evidence to be retained for the purposes of providing supporting evidence for processing of invoice. (Delivery notes, completion reports etc.)

Activity	Procedures
Prepare payment/fund request	- Once invoices, all supporting documents and payment requests are received, the accountant prepares the fund request form (Pedido De Fondos) and signs the relevant section in the fund request form allocated to him/her. - The accountant forwards the form to the Finance Manager for his/her clearance/review for accuracy and validity. - The fund request form is also signed by the procurement, if the fund request is relating to a procurement contract.
Review of payment/fund request	The Finance Manager reviews and sign the documents by checking/confirming: - The expenditure is included in the approved AWPB and the procurement plan. - IFAD no objection was obtained (if applicable). - All expenditures are eligible in line with the financing agreement and have been incurred before/completed before Project completion date. - Deliverables and payment were cleared by the relevant component technical officer/head. - All supporting documentation is attached. <u>NOTE: To ensure segregation of duties, the Finance Manager only signs the section allocated to him/her in the fund request form. If he/she signs the section allocated to the approver in absence of the approver, a formal communication documents confirming that he/she was authorized to sign on behalf of the approver. This communication MUST be filed with other supporting documents for IFAD and audit review, if requested.</u>
Approve payment/fund request	The project coordinator reviews and signs the fund request form by checking/confirming: - The expenditure is included in the approved AWPB - All expenditures are eligible in line with the financing agreement and has been incurred before/completed before Project completion date - Payment was cleared by the relevant component technical officer/head and the finance unit. - All supporting documentation is attached. <u>NOTE: If the project coordinator or any approver give their approval/clearance responsibility to any other staff in the PMU at any time during the implementation, this MUST be communicated formally (at least</u>

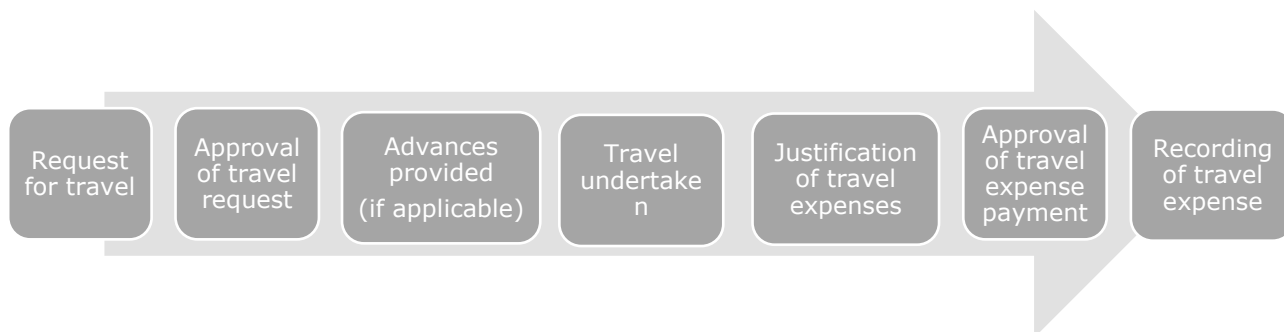
Activity	Procedures
	<u>by email) and clearly indicate assigned staff that will approve and sign the Fund Request Form during that specific period.</u>
Process payment	▪ The signed payment instruction letter with related documents shall be sent to the finance Unit for processing. ▪ The finance unit shall confirm that the bank details provided by the supplier correspond to the signed legal agreement / original bank letter provided. ▪ The payment instruction letter will be prepared and signed by two authorized signatories and will be sent to the bank for payment processing. <u>(NB: Cheques are not used for general payments)</u>
Record payment	▪ Record the transaction in the accounting software, using the correct codes as captured on the payment request. ▪ File supporting documentation, include proof of payment (bank statement/bank confirmation of payment)

1.12.3 Travel related payments

The following type of travel may take place by Project staff or Project beneficiaries:

- International travel
- Local travel

All types of travel payments follow the general process:



The processes for each type of travel is outlined below:

International travel

International travel	
<i>Type of travel</i>	▪ Training which is conducted for Project staff or beneficiaries at an international location. ▪ Business trips
<i>Overview of entitlement</i>	▪ Individuals are entitled to DSA (Per Diem), paid based on the number of days of travel for training purposes. ▪ The per diems will be used to pay for the cost of accommodation and meals. ▪ Air travel will be booked and paid for by the Project directly. ▪ The per diem amount is determined in line with project's per diem rates, which is USD300 for international travels. ▪ The per diem is reduced in the event that meals or accommodations is provided to the individual. ▪ 100% of the DSA is advanced before commencement of the travel. ▪ The number of travel days are calculated from date of departure from home until last day of the training/workshop.
<i>Request for travel</i>	The relevant department will prepare a request for travel which includes: ▪ All travel details ▪ List of individuals to attend external training ▪ Dates of the training ▪ Invitation to training and training registration confirmation ▪ Overview of training (agenda, location noted) – brochure / email correspondence or other suitable evidence ▪ Related AWPB classification (category, component) ▪ Calculation of total per Diem due ▪ Estimated cost of air travel ▪ Estimated cost of visas
<i>Approval of travel request</i>	▪ The travel request is submitted to the Project Coordinator for approval. ▪ IFAD and IDA's no-objection should be obtained for travel request after approval by the Project Coordinator.
<i>Advance provide</i>	▪ Upon approval of the travel request, Finance Unit checks accuracy and compliance with the rules and guidelines in terms of the per diem rate applied and alignment with the approved AWPB. ▪ The Finance Unit will process the payment and record the advance in the accounting system, indicating the amount, date of advance, to whom advanced and related budget line item. (advance is not recorded as an expense at this stage)

International travel	
<i>Justification of travel expenses</i>	▪ Within 15 days after the travel, the individuals are required to prepare a travel expense report which includes: ○ All travel details ○ Boarding passes for air travel ○ Attendance register completed at the training event ○ Back to the office report ○ Confirmation of IFAD/Ministry no objection (email correspondence) ○ Other supporting documents such as invoices for flights, accommodation and miscellaneous expenses. ▪ The travel expense claim is submitted to the finance unit who confirms the accuracy and validity of the travel expense claim and captures the correct account codes on the request (in line with AWPB line items). (sign as evidence of review)
<i>Approval of Expense Report</i>	▪ The travel expense report is approved by Project Coordinator by way of signing the travel expense report.
<i>Recording of expense</i>	▪ The Finance Management Team records the transaction in the accounting software, using the correct codes as captured on the payment request. ▪ File supporting documentation, including proof of payment such as approved travel request, IFAD no-objection, copy of travel related policies, back to the office, invoices for the air ticket and accommodation, payment requisition to evidence entry into accounting records and copy of bank statement showing payments.

In all instances, unjustified travel advances will need to be reimbursed to the Project by the traveller within two months after the travel date or the amount will be deducted from the payroll.

Local travel

Local travel	
<i>Type</i>	Training / field visits
<i>Overview of entitlement</i>	▪ The number of travel days used for the calculation of per diem is calculated from date of departure from home until last day of the training or field visit. ▪ If the project vehicles are used, the driver is responsible for ensuring the vehicle is re-fueled in terms of the process outlined in 1.12.9

Local travel	
	▪ If private vehicles are used, staff are reimbursed in line with the allowable approved rate per kilometer as specified in the staff handbooks, based on actual distance travelled.
<i>Request for travel</i>	The relevant department will prepare a request for travel which includes: Training: ▪ List of individuals to attend training ▪ Dates of training ▪ Overview of training (agenda, location noted) – brochure / email correspondence or other suitable evidence ▪ Related AWPB classification (category, component) ▪ Confirmation from the Officer Manager that a Project vehicle(s) is available for the travel dates should this be the mode of transportation ▪ Calculation of per diem. (Per diem rate for local travels is USD 100) Field visits: ▪ Request for field trip from technical department
<i>Approval of travel request</i>	▪ The travel request is reviewed by finance team for: ○ Accuracy and compliance with the staff by laws in terms of the allowance / estimation for fuel costs ○ Alignment with the approved AWPB ▪ The travel request is submitted to the Project Coordinator for approval.
<i>Advance provide</i>	▪ Once the travel is approved, applicable per diem is advanced to the traveler.
<i>Justification of travel expenses / return of unused fuel advance</i>	▪ Within 15 days after the travel, individual is required to prepare a travel expense report, which includes: ○ Attendance register completed at the training event ○ Training Agenda ○ If a private vehicle was used, indication of total distance travelled in kilometers with payment due to vehicle owner, based on the approved rate. ○ If a Project vehicle was used, invoiced for fuel which was paid from fuel advance. ○ Invoices for fuel, accommodation and other expenditures. ○ Back to the office report

Local travel	
	▪ The travel expense claim is submitted to the finance unit with the fuel advance, which was not used. ▪ The Project financial management staff reviews the travel expense claim for accuracy and validity and captures the correct account codes on the request (in line with AWPB line items). (sign as evidence of review)
<i>Approval of travel expense report</i>	▪ The travel expense report is approved by the Project Coordinator by way of signing the travel expense report.
<i>Recording of expense</i>	▪ The Finance Management Team records the transaction in the accounting software, using the correct codes as captured on the payment request. ▪ File supporting documentation, including the proof of payment, approved travel request, IFAD no-objection, copy of travel related policies, back to the office report, Invoices for accommodation and miscellaneous expenses, payment requisition to evidence entry into accounting records and copy of bank statement showing payments. ▪ Only fuel expenses may be charged to the training budget code. If other vehicle maintenance was incurred, this expense is recorded as maintenance.

1.12.4 Civil works, equipment and tools

Activity	Procedures
<i>Request and approve activity in line with AWPB</i>	▪ Civil works, equipment and tools are defined and outlined in both the AWPB and the Procurement Plan. ▪ Civil works, equipment and tools is contracted via a procurement process as outlined in the Procurement Manual and Letter. ▪ IFAD no objection is required on the bidding document, recommendation of award and contract outline before the final bid award is made.
<i>Prepare payment/fund request</i>	▪ The procurement officer or Contract Manager will request payment of invoices, subject to providing the following supporting documentation and the accountant will prepare the fund Request form; - Approved request for civils works from originating department - Copy of contract with award letter. - Contract amendment letter (if applicable)

Activity	Procedures
	- Bid analysis and evaluation report - Evidence of IFAD no objection related to the contract award - Purchase order / Invoice indicating related milestone/progress to be paid for - Progress or final report prepared by consulting engineer - Reference to AWPB line item – clear linkage to project activities - Evidence of applicable procurement policy and application of the policy - Bank guarantee for advance payments (if applicable)
<i>Review and approval of payment request</i>	The Finance Manager reviews and signs the payment/fund request before submission to the Project Coordinator. The Project Coordinator shall review and sign the payment/fund request, checking/confirming: ▪ The expenditure is included in the approved AWPB ▪ IFAD no objection was obtained related to procurement as applicable ▪ All expenditures are eligible in line with the financing agreement and have been incurred before/completed before Project completion date. ▪ Payment was cleared by the relevant component technical officer/head. ▪ All supporting documentation is attached. ▪ <u>Where stipulated in the contract, the required bank guarantees are valid and is retained in the project's safe.</u>
<i>Process payment</i>	▪ The Payment Instruction Letter is prepared and signed by two authorized signatories. ▪ The accountant shall confirm that the bank details provided by the supplier correspond to the signed legal agreement / original bank letter provided. ▪ The Payment Instruction Letter is sent to the bank for further processing and release of the funds. <u>(NB: Cheques are not used for these payments)</u>
<i>Record payment</i>	▪ The Finance Management Team records the transaction in the accounting software, using the correct codes as captured on the payment request. ▪ File all supporting documentation, including the proof of payment. (Payment requisition / journal voucher to evidence entry into records and bank statement showing payment of the invoice)

1.12.5 Payments for consultant services

Activity	Procedures
<i>Request and approve activity in line with AWPB</i>	▪ The process for requesting and approving consultants will be outlined in the procurement section of the PIM and is dependent on whether the service is recruited internationally, nationally, locally or on a single source basis. ▪ In some instances, the procurement of consulting services is subject to IFAD's no objection.
<i>Prepare payment/fund request</i>	▪ The procurement officer will request payment of consulting services, subject to providing the following supporting documentation and the accountant prepares the fund request form. The form is signed by the procurement and the accountant. - Approved request for consultancy from originating department - Copy of consulting contract and invoice requesting payment (invoice to specify bank details in line with contract) - Copy of consultant deliverable - Copy of output (report / study etc.) - Copy of timesheets (if time-based payment is required) - Written recommendation for payment from the relevant technical department which confirms that the consultant(s) have delivered the key outputs as specified in the consulting contract. - Copy of applicable procurement policy - IFAD no-objection email (if applicable) - Reference to AWPB line item
<i>Review and approval of payment request</i>	The Finance Manager reviews and signs the payment/fund request before submission to the Project Coordinator. The Project Coordinator shall review and sign the payment request, checking/confirming: ▪ The expenditure is included in the approved AWPB ▪ IFAD no objection was obtained related to procurement as applicable ▪ All expenditures are eligible in line with the financing agreement and have been incurred before/completed before Project completion date. ▪ Payment was cleared by the relevant component technical officer/head. ▪ All supporting documentation is attached.
<i>Process payment</i>	▪ The Payment Instruction Letter is prepared and signed by two authorized signatories. ▪ The finance team shall confirm that the bank details provided by the supplier correspond to the signed legal agreement / original bank letter provided.

Activity	Procedures
	The Payment Instruction Letter is sent to the bank for further processing and release of the funds. <u>(NB: Cheques are not used for these payments)</u>
<i>Record payment</i>	- The Finance Management team records the transaction in the accounting software, using the correct codes as captured on the payment request. - File all supporting documentation, including the proof of payment (bank statement/bank confirmation of payment)

1.13 Financial Reporting

1.13.1 Financial reports for submission to IFAD

The PMU is responsible for submitting financial reports to IFAD. *The financial reporting requirements applicable to IFAD-financed Projects are outlined in the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Projects*, which may be updated from time to time. The Finance Manager should ensure adherence to the latest version of the Handbook.

The PMU is required to prepare financial reports and submit to IFAD as outlined in the table below:

Type	Period / Frequency of submission
<i>Annual Financial Statements</i>	<u>Unaudited</u>: Prepare annual reports and submit them to IFAD within 4 months of the end of the financial year-end (The project's financial year end will be 31 December). <u>Audited</u>: Submit audited financial statements within 6 months of the end of the financial reporting period. The reports should be prepared in line with requirements are outlined in 1.13.4. The annual financial statement should be authorised by the Project Coordinator for authorisation before submission to the auditor/IFAD.
<i>Interim financial reports</i>	Prepare quarterly reports and submit to IFAD within 30 days of the end of the quarter. The reports should be prepared in line with requirements outlined in the FMFCL and section 1.13.4

1.13.2 Financial reporting requirements

The PMU is required to prepare financial reports in line with IPSAS, "Financial Reporting under the Cash Basis of Accounting" (IPSAS Cash). Should PRODESA propose to use a different accounting standard, this should be agreed with IFAD. In all instances, IFAD requires Projects to use internationally accepted accounting standards.

The project will have two-Tiers financing schemes (grants), and will also support beneficiaries to access to Agri-finance credits by engaging them with different financing mechanisms available in the country (e.g. FADA, FGC, Kixi Crédito, FACRA commercial banks):

A service provider will be contracted to implement this activity. Detailed contractual agreements will be developed, outlining the roles, responsibilities, performance expectations, and reporting requirements of the service provider. The PMU will be responsible for financial oversight, and this will involve establishing strong internal controls to ensure the integrity and accuracy of financial transactions. Regular audits will be scheduled to verify compliance with financial management standards and identify any discrepancies or irregularities. Mechanisms will be implemented to ensure transparency and accountability, including clear reporting lines and oversight responsibilities.

The Service Provider will submit progress reports on the implementation/performance of the business plans on a monthly and/or quarterly basis. Once the business plans approved by the Approval Committee, beneficiary contributions credited to the project accounts maintained by the PMU/PIUs, and all supporting documents provided, funds will be transferred to suppliers account by PMU from the project operating accounts (100%, including both beneficiary and project contribution) and the transactions will be recorded in the accounting software as expenditure under the relevant category/component. In case of processing any advance, the payment will not be recorded as expenditure until all supporting documents are submitted for the actual expenditure. Monthly or at least quarterly financial reports will be prepared by the PMU on the use of funds, and beneficiary contributions.

1.13.3 General principles for the preparation of financial reports

PRODESA shall prepare financial reports with consideration of the following specific principles:

Principal	Guidance
<i>Completeness</i>	▪ The financial reports shall be complete and include the activities of the project. ▪ The sources and uses of all categories/components shall be included (including sources received in-kind). ▪ The sources and uses from all financiers shall be included, including: ○ IFAD financing by financing instrument ○ Co-financiers, if any

	○ Government Contributions ○ Beneficiary Contributions
<i>Accuracy</i>	▪ Ensure that the various disclosures as outlined in 1.13.4 are reconcilable as appropriate
<i>Accountability</i>	▪ The financial reports should promote the concept of accountability.

1.13.4 Minimum prescribed content for interim and annual financial reports;

The PMU is required to prepare quarterly interim financial reports and annual financial reports and submit them electronically to IFAD through the Financial Execution Module in IFAD's Client Portal (ICP). (Illustrative financial reports are outlined in [TOOL 3: Illustrative financial statements](#)).

The content of the interim financial reports will be outlined in the FMFCL, and the PMU is required to submit quarterly IFRs in accordance with the content included in the letter.

Detailed guidance on the preparation of the disclosures in the annual financial reports as prescribed by IPSAS Cash can be found in the Standard (<https://www.ifac.org/publications-resources/revised-cash-basis-ipsas>). The PMU is required to adopt all reporting requirements as outlined in Part 1 of IPSAS Cash Basis. The Project is encouraged to adopt Part 2 of IPSAS Cash on a voluntary basis.

The content of the annual project financial statements to be submitted to IFAD is presented in the below table:

Content	Source requirement	of	Guidance on preparation of content
<i>Statement of Cash Receipts and Payments</i>	Prescribed by IPSAS Cash	by	▪ Layout: ○ + Opening Balance + Receipts during the period – Payments = Surplus/Deficit +/- Exchange rate difference = Closing Cash Balance ▪ The opening and closing cash balance should include the balance of the designated accounts in denominated currency, all Project accounts in local currency and petty cash. ▪ Disclose cash receipts using an appropriate classification system (<i>e.g. Contributions from Government, Beneficiaries, IFAD, Cash generated from Project activities</i>)

Content	Source of requirement	Guidance on preparation of content
		▪ Disclose cash payments in line with the categories outlined in Schedule 2 of the IFAD financing agreement ▪ Disclose the exchange rate gain or loss (resulting from the translation of funds in the designated account from the denominated currency to AOA).
<i>Budget to Actual Comparison</i>	Prescribed by IPSAS Cash	▪ Ensure that the Budget period corresponds to the Financial Reporting Period ▪ Derive the budget disclosure from the approved AWPB. Disclose both the original and final approved AWPB. ▪ Calculate the variance between budgeted and actual results for both receipts (sources) and uses (payments) ▪ Provide narrative on the reason for the variances observed.
<i>Accounting policies and explanatory notes</i>	Prescribed by IPSAS Cash	▪ Develop accounting policies with reference to the guidance provided in IPSAS Cash basis ▪ Disclose the authorization date ▪ Disclose the basis of presentation ▪ Disclose the presentation currency
<i>Sources and Uses of Funds Statement</i>	Prescribed by the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Projects	▪ Include both cash and in-kind contributions in the Sources of Funds ▪ Provide disclosure on uses of funds by financier/by category and financier/component
<i>Designated account reconciliation</i>	Prescribed by the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Projects	▪ Prepare reconciliation, which provides justification for the IFAD advance – disclose for each designated account. ▪ Explain variances.

Content	Source of requirement	Guidance on preparation of content
<i>Designated account Statement</i>	Prescribed by the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Projects	▪ Prepare for each designated account. ▪ Ensure that opening and closing cash balances presented in this Statement are reconciled with the cash balances used in the Statement of Cash Receipts and Payments. ▪ Disclose the exchange rate gain/loss separately and ensure that this is reconciled with the Statement of Cash Receipts and Payments.
<i>Summary of Withdrawal Applications</i>	Prescribed by the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Projects	▪ Provide a summary for PMU and display combined total. ▪ Ensure that summary information is reconcilable with the IFAD historical transaction statement (to be requested from the IFAD Finance Officer or can be downloaded from ICP) with regards to the value date of the transaction amount of withdrawal in loan denomination currency. ▪ Cross reference amounts included here per WA to amounts included in the Designated Account Statement / Designated Account Reconciliation.
<i>Fixed asset register</i>	Prescribed by the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Projects	▪ Include a fixed asset register which lists all Project assets. ▪ Indicate the office which procured the asset and related component. ▪ Ensure that all fields are included – refer illustration included in (ANNEX 4 – Tool 3)

In addition to the above disclosures, the Project is required to maintain and Action Tracker log which is a log of agreed actions. This document should be maintained on an on-going basis provide together with the financial report (interim or annual). The Action Tracker format is outlined in ANNEX 4 – [TOOL 6: Other Reporting Templates](#). It is required that the Action Tracker include actions which have been agreed on with IFAD during missions or the Auditor during the audit (derived from the management letter). The purpose of the Action Tracker is to keep track of progress regarding agreed on actions.

The content of the Quarterly Interim Financial Reports (IFRs) is presented in the below table:
For illustrative templates, please refer to [TOOL 4: Illustrative financial statements](#).

Content	Source of requirement
<i>Cash Forecast for Next 2 Quarters</i>	FMFCL
<i>Summary of Sources and Uses of Funds – DA Account</i>	FMFCL
<i>Designated Account Activity Statement</i>	FMFCL
<i>Variance Analysis of Uses of Funds by Quarter</i>	FMFCL
<i>Variance Analysis of Uses of Funds by Financial Year</i>	FMFCL
<i>Variance Analysis of Uses of Funds Cumulative</i>	FMFCL

1.13.5 Other considerations

The following specific issues should be considered in the preparation of the financial reports:

- Accrual related information should be disclosure in the notes of the financial statements. This includes outstanding advances, which, in terms of the cash basis of accounting, should be expensed when provided. This entails that the advance will be recorded in the relevant categories /components at year-end. (NB: Best practice is that zero advances are outstanding at the end of the fiscal year).
- In-kind contributions should be reported in the financial statements in line with the process as outlined in section 1.9.6. Also refer to [ANNEX 3 – Draft Terms of Reference for External Auditor](#) to see the illustrative accounting policy and explanatory notes.

1.13.6 Internal reporting

The following internal reports will be prepared by the PMU for the purposes of internal monitoring of project finances and progress:

Type	Period / Frequency of submission
<i>Quarterly project reports</i>	The PMU Finance Manager to prepare a quarterly project report which includes (but not limited to):

Type	Period / Frequency of submission
	▪ Budget to actual expenditure comparison with variance explanation. This report to assist the PMU Project Coordinator to monitor overall performance for the purposes of taking corrective action if needed.
<i>Monthly management accounts</i>	It is required that the PMU prepares monthly management accounts for the purposes of monitoring allocated components/sub-components. The content may include (but not limited to): ▪ Monthly bank reconciliations (within 15 days after the month end) ▪ A financial progress report (sources and uses) ▪ Cash flow forecast ▪ Summary of contract commitments ▪ Overview of budget to actual expenditure analysis with variance explanations ▪ Monthly vehicle maintenance and fuel consumption report ▪ Travel and DSA/Per-diem report. The monthly management accounts should be prepared within 30 days of the end of the month and submitted to the respective Project Coordinator for review and discussion during management meetings. The purpose of the monthly management accounts is to provide a monitoring tool for management with the purposes of identifying issues and taking corrective action.

1.14 Audit matters

1.14.1 Internal Audit

To provide independent assurance that the PMU's risk management, governance and internal control processes are operating effectively, the internal audits will be carried out semi-annually by the internal auditor who is also performing the internal audits for the ongoing IFAD portfolio. The auditor should be reporting to the Project Steering Committee, and the audit reports should be submitted to IFAD within 45 days after the relevant semester. The management shall take all necessary actions to address internal audit findings and recommendations to mitigate the risk and ensure that there are adequate internal control arrangements in place.

1.14.2 External Audit

The PRODESA will be audited by an independent external audit firm acceptable to IFAD in accordance with International Standards on Auditing (ISA), and the Conceptual Framework for Financial Reporting and Auditing of IFAD-financed Projects and Related Handbook. The audit report and the management letter will be submitted to IFAD within six (6) months of the end of each fiscal year. Audit terms of reference (ToR) will be subject to IFAD's no objection.

Activities relating to grants, training and workshops are riskier in terms of their nature and due to a higher risk of misuse of funds. Therefore, the audit scope should be well-defined to target the specific areas where risks are most likely to be present. This also ensures the audit is efficient and pinpoints where attention is needed most.

Content of the Audit Reports. Minimum prescribed content of annual project financial statements will include: (i) Statement of cash receipts and payments; (ii) Comparison of budget and actual amounts; (iii) Notes (a summary of significant accounting policies and other explanatory notes); (iv) Sources and uses of funds statement; (v) Designated Account statement and reconciliation; (vi) Withdrawal application statement; (vii) Fixed asset schedule. The project audit reports will be publicly disclosed by IFAD on their website.

Auditors should normally be appointed in advance of the start of the period to be audited to allow the auditor sufficient time to plan and carry out a comprehensive examination of the borrower's financial records and accounts.

Auditor terms of reference. A proposed TOR for PRODESA is included in [ANNEX 3 – Draft Terms of Reference for External Auditor](#) . The accountant should use and refine this ToR as required.

IFAD Audit reviews. IFAD will conduct reviews on PRODESA s' audit reports. The main purpose of the reviews is to determine whether the private auditor conducted a quality audit resulting in an audit opinion acceptable to IFAD, and to assess the quality of the financial reporting of PRODESA.

IFAD will communicate the results of the audit report review process within sixty days following receipt of the audit package. If required, PRODESA will be requested to take corrective actions within a specified time frame. These actions should be included and monitored in the Action Tracker (illustrated in [ANNEX 4 – TOOL 6](#)).

Public disclosure of audit reports. IFAD will publicly disclose Project audit reports, as appropriate, in line with the Fund's disclosure policy. Management Letters issued by auditors are not subject to public disclosure by IFAD. In line with the standards of the International Aid Transparency Initiative, PRODESA is encouraged to publish financial information on its own website, for increased accountability. PRODESA must ensure that the audit TORs explicitly mention the right of the PRODESA and of IFAD to publish the audit report, with no limitation-of-use clause.

1.15 Records Management

1.15.1 Maintenance of separate accounts and records

In terms of IFAD's General Conditions for Agricultural Finance:

"The Project Parties shall maintain separate accounts and records by financier in accordance with consistently maintained appropriate accounting practices adequate to reflect the operations, resources and expenditures related to the Project until the Financing Closing Date..."

In order to comply with the above requirement, the PMU is required to maintain accounts and project records. Such accounts and records may include:

Type	Example
<i>Electronic information</i>	• Data and information maintained within the accounting software • Other documents and files maintained electronically, either on desktops, laptops or removable storage devices
<i>Correspondence</i>	• Emails • Hard copy correspondence (letters)
<i>Documents received from external sources</i>	• Bank statements • Supplier documentation
<i>Internally generated information</i>	• Employee files • Withdrawal applications • Forms

All documents and information are the property of PRODESA and may not be removed.

1.15.2 Filing and storage of the financial records

The Borrower is responsible for filing records. To fulfil this responsibility:

- Project parties should maintain files in a chronological order, assigning appropriate codes/sequential numbers;
- Project parties should perform filing activities on a regular basis to prevent the accumulation of papers and to ensure that the financial records are always maintained in an up-to-date manner.
- Project parties should allocate an appropriate storage area for the financial records in paper format and maintain them in locked cabinets, safe from water and fire, to which access is controlled and limited.

- Project parties should also classify the financial records as "Confidential", or "General".

1.15.3 Off-site archiving of financial records

The respective Finance Manager and Accountant should ensure that the financial records are archived at an off-site location on a regularly basis. Once a year, the Finance Manager and Accountant should make sure that the completed or inactive files are archived in a manner that will allow for easy retrieval of the files in case they are required at some future date.

1.15.4 Electronic back-up procedures

Back-up of electronic information is an important function to be undertaken under instruction from the Financial Manager. It is required that:

- Daily: Electronic information at each Project office is backed up on the local server
- Weekly: Electronic information is saved on an external storage device and kept in a locked cabinet

Project staff access to backup files are subject to authorisation by the Project Coordinator or Finance Manager. The access of external persons is prohibited except for the auditors and IFAD staff.

1.15.5 Retention period

Project parties are required to retain accounts and records for at least ten (10) years after Financial Close. The Finance Manager should ensure that all documents and records (electronic and paper) are handed over to Government of Angola at financial closure to ensure that records can be maintained for the 10-year period.

1.16 Fixed Asset Management

Fixed asset management is an important process that seeks to track fixed assets for the purposes of financial accounting and to ensure preventive maintenance, and theft deterrence. Adequate Fixed asset maintenance also increases the sustainability of the Project. There are three elements in fixed asset management that require the attention of the Financial Managers:

- Purchase of equipment
- Setting up and maintaining an asset register including verification
- Setting up a plan for disposal and/or handover of the asset once the Project is completed

1.16.1 Purchase of Equipment

The finance Department should follow the following process for each fixed asset purchased:

- Assign a unique, sequential asset number (excluding minor items such as stationery).

- Tag each item with its unique asset number.
- Record the item of equipment in fixed asset register.

1.16.2 Fixed asset register

The Finance Department must maintain a fixed asset register in the asset management module of the accounting software. The asset register should record the following information for each individual piece of equipment (refer [ANNEX 4 – Tool 3](#) for illustration):

- Asset description
- Asset number
- Serial numbers etc.
- Individual responsible for asset (Custodian)
- Implementing agency responsible for purchase
- Source of funding of asset (IFAD, government etc.),
- Location of the asset
- Date of purchase
- Cost of purchase and invoice number
- Remarks regarding the condition of the asset

The Finance Department shall ensure that the consolidated fixed asset register is maintained and updated regularly.

Assets purchased for beneficiary use should be included in the fixed asset register if the assets remain under the ownership of the Project.

1.16.3 Asset Verification Review

Under the management of the Finance Manager, the PMU must conduct an annual asset verification process whereby the following checks are performed:

- Verify that all fixed assets are still held in the location recorded on the register;
- Confirm the completeness and accuracy of the information recorded on the fixed asset register;
- Check that equipment and vehicles are still in a reasonable state of repair and that remarks regarding the condition of the assets are correct as recorded in the fixed asset register;

The verification review must be performed by different staff from those who use the equipment, to ensure adequate segregation of duty. Discrepancies between the verification exercise and the fixed asset register should be investigated. Where assets are missing or seriously damaged, they should be removed from the asset register. The removal should be formally documented and approved by Finance Manager and Project Coordinator. Moreover, the Finance Manager will undertake random verification of fixed assets during field visits.

1.16.4 Vehicle Log Book, Maintenance and Fuel Management

Drivers will maintain vehicle log books and vehicle maintenance Log. Sample templates are included in ([ANNEX 6 – Tool 7 & 8](#)).

Fuel Management

- Provision of fuel and lubricants shall be strictly limited to each vehicle per month in accordance with approved set limit by the management based on average consumption.
- Drivers shall submit monthly fuel purchase reports backed up with supporting documents such as invoices and receipts.
- It is Finance Manager and Accountant's responsibility to reconcile advances (if relevant) and actual expenditures on a monthly basis and ensure effective fuel maintenance.

Vehicle insurance

The Financial Manager should ensure that all Project vehicles are comprehensively covered and that all drivers are noted on the insurance policy. Under no circumstance may uninsured drivers drive the vehicles. The insurance policies should be renewed annually or as stipulated in the policy. The safety of cars is the responsibility of the drivers assigned to the vehicles. Consequently, they must ensure that the vehicles are parked in a secure area when not in use or outside working hours.

Maintenance

The drivers are required to monitor the maintenance of their assigned vehicles. The drivers must notify the PMU staff responsible of maintenance needs so that the cars can be serviced on a timely basis. The driver is required to request the car maintenance, subject to approval by the Project Coordinator. The assigned cars must always be taken to the selected garage for repairs and maintenance.

1.17 IFAD financial management support

1.17.1 Overview of IFAD support

IFAD's Financial Management Division (FMD) will remain involved with PRODESA from Project inception (starting at Project design) to Financial Closure to ensure that PRODESA fiduciary requirements are met.

FMD's Finance Officer will establish on-going contact with the Project, by liaising with the Finance Manager of the PMU and will be available to provide remote support on financial management matters. In addition, FMD will visit PRODESA during supervision, implementation support and MTR missions (represented by either the Finance Officer or an appointed consultant). During these missions, FMD will assess and monitor the adequacy of the PMU's

financial management arrangements such as accounting, budgeting, internal controls, flow of funds, financial reporting and the auditing practices.

If financial management arrangements of PRODESA are deemed acceptable, IFAD will rely on them to provide assurance that the financing proceeds are being used for the intended purposes. In the case that IFAD identifies weaknesses in the financial arrangements, it will require PRODESA to take the appropriate measures to mitigate those risks.

The key findings and recommendations of missions will be captured in the Aid Memoire, which is a document shared with the implementing partners and includes an overview of issues identified and proposed actions to be undertaken by the project/IFAD to address issues identified.

1.17.2 Roles and responsibilities related to IFAD support

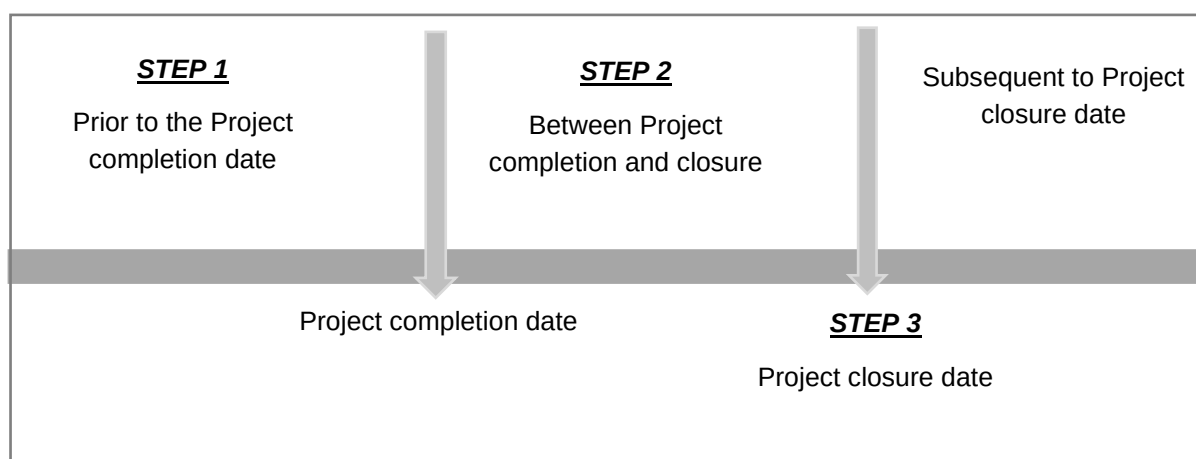
The PMU of the PRODESA will be required to participate in IFAD missions as follow:

Stage	Project roles and responsibilities
<i>Before IFAD missions</i>	• Prepare Appendix 1 ANNEX 4 – Tool 6 and submit to IFAD Finance Officer or FM Consultant in electronic format (Excel Workbook, including formulas) <u>before</u> commencement of the mission – the FO/Consultant will specify the date range to be covered within Appendix 1. • The project is to complete the Financial Management Assessment Questionnaire (FMAQ) and submit it to the FO/Consultant in electronic format (FO to provide most recent template). • Prepare all other information as requested by FO/Consultant before commencement of the mission (refer ANNEX 4 – Tool 2).
<i>During IFAD missions</i>	• Provide the FO/Consultant with all information which was requested before the mission. • Arrange meetings with the auditors (internal and external) and any other selected party requested by the mission. • Ensure that all FM staff are available to assist the FO/Consultant in performing their duties which may include: ○ Review of financial reports, reconciliations ○ Sampling of transactions ○ Physical verification of fixed assets and inventory ○ Meeting with the auditor ○ Reviewing and completing the FMAQ • Discuss identified FM weaknesses and risks and assist the FO/Consultant with developing appropriate actions for inclusion in the aide memoire.

Stage	Project roles and responsibilities
<i>After IFAD missions</i>	- Respond to any queries from the FO/Consultant - Commence with implementing all actions which are included in the Aide Memoire - Update the Action Tracker (see illustration in ANNEX 4 – Tool 3) with all actions raised during the missions.
<i>On-going</i>	- Monitor and update the Action Tracker to ensure all actions are implemented in a timely manner. Liaise with the Finance Manager if required. - Respond to ad-hoc queries received from the Finance Manager or other IFAD staff as it is related to FM matters.

1.18 Project completion and closure

The Project completion date is defined in the financing agreement and the Project closure date is 6 months thereafter. The following is relevant to period before Project completion up to Project closure:



STEP 1	STEP 2	STEP 3
Up to the Project completion date	Between Project completion and closure	Project closure date
Submit an advance recovery plan to IFAD, indicating how the advance will be	- Commencement of the final audit - Auditor performs the final audit in line with	Submit the final withdrawal application by the financial closure date and recover

STEP 1	STEP 2	STEP 3
recovered up to Project closure (in line with financing agreement) ▪ Agree on the audit scope of work and submit to IFAD for no objection ▪ Incur eligible expenditure up to the Project completion date.	scope of work approved by IFAD ▪ Incur winding up expenditure only (cost of audit, staff salaries, operating costs, Project completion report) ▪ Develop an asset handover and disposal plan (include up to date fixed asset register, indicate condition of all assets and to which entity the assets will be transferred.	advances via this process ▪ Submit final audit report on or before the Project closure date ▪ Submit Project completion report on or before the Financial Closure Date (as required in the financing agreement) ▪ Return outstanding advances, if applicable (if due and not recovered via recovery process) ▪ Closure of the loans with IFAD

A notice is sent to the Borrower at least six months prior to the Project Completion Date (PCD) to advise that all applications must be submitted before the closing date, and to remind the Borrower that expenditures incurred and commitments made after the PCD will not be honoured, except for authorised expenditures during the “Winding Up Period” (from PCD to Financing Closing Date). This means that goods are delivered, civil works are completed and services are rendered on or before such date.

After the financing closing date, IFAD informs the Borrower of the formal closure of the loan accounts, provides a history of disbursement transactions and cancels the unused loan balance. A re-amortisation plan should be sent where relevant.

Asset handover plan

The handover plan should develop report outlining the following for the purposes of handing over Project assets to the identified beneficiaries:

- The value of all the assets bought under the Project
- Summary of the current condition of the assets,
- To which entity will the assets be transferred to and on which date and for what purpose?
- List the assets that will be disposed of and the reason for being disposed of.

1.19 IFAD Financing agreements – amendments and budget reallocations

If amendments are required to the financing agreement:

- A formal written request should be submitted to IFAD, which is outlining the required amendment and motivation thereof.

Amendments to the agreement may be required for (but not limited to):

- Changes to the project completion date and loan closing date,
- Changes to the project budget/budget reallocation (noting that the budget may not be increased above the original total amount)

Budget reallocations

- In some cases, the expenses category amounts as outlined in the financing agreement requires a revision if the project notes that actual expenditure is deviating from the original budget.
- In such instances a reallocation is required, depending on the size of the reallocation per category (expressed as %)
- Reallocation of equal to or less than 30% (of each category) between the various categories if such a reallocation ***does not change the basic purpose of the project.***
- For reallocation greater than 30% of any expense category, the Borrower is required to formally request a reallocation from IFAD (supported by a detailed motivation).

1.20 Useful links

Document	Link
<i>IFAD financial management e-learning</i>	https://www.ifad.org/e-learning/financial-management-assessment/
<i>Revised IFAD policy on preventing fraud and corruption in its activities and operations (December 2018)</i>	https://www.ifad.org/en/-/document/policy-on-preventing-fraud-and-corruption-in-its-activities-and-operations
<i>Guidelines for internal controls for Public Sector Entities (INTOSAI GOV 9100)</i>	https://www.ifad.org/elearning_cfs/INTOSAI.pdf
<i>IFAD General Conditions for Agricultural Development Financing</i>	https://www.ifad.org/documents/38711624/39421024/general_e.pdf/47c5f14b-2903-4285-b0b0-62c67cd650b8
<i>IFAD Handbook for Financial Reporting and Auditing of IFAD-financed projects (English)</i>	https://www.ifad.org/documents/38711624/39421009/IFAD+Handbook+for+Financial+Reporting+and+Auditing

	+of+IFAD-Financed+Projects_e.pdf/133b165d-15c7-4f79-8217-aef95b79dd67?t=1651150952856
<i>IFAD Project Financial Management and Financial Control Handbook for Borrowers</i>	https://www.ifad.org/documents/38711624/41074356/project-fmfc-handbook-borrowers.pdf/6fa00faf-a007-3785-736e-4fa821dd16ed?t=1681995840344
<i>IPSAS Cash Basis Standard</i>	https://www.ifac.org/flysystem/azure-private/publications/files/Cash-Basis-IPSAS-2017.pdf
<i>ICP page</i>	https://icp.ifad.org/
<i>ICP support email</i>	icpsupport@ifad.org
<i>PRODESA design report</i>	Refer to the final version of the PDR that is shared with the PMU.

ANNEX 1 – Draft Terms of References for FM Staff and Internal Auditor

This annex provides indicative Terms of Reference for the recruitment of FM staff and the internal auditor. These ToRs will be finalized and adjusted in the project start-up phase.

1. Finance Manager

Position: PRODESA Finance Manager

Location: PMU-Bie or Luanda Sul, Angola

Duration: One-year renewable

Type of contract: short term

Closing date: *insert*

Background

The Ministry of Agriculture and Fisheries (MINAGRIP) will be the lead implementing agency of the project and will delegate the implementation of the project to the Institute for Agricultural Development (IDA), which will have the responsibility of overseeing the implementation of the Project. IDA will delegate the day-to-day management of the Project to a Project Management Unit (PMU); there will also be three Provincial PIUs (PPIUs) to help coordinate/manage PRODESA activities. IDA and the Bie or Luanda Sul-based PMU will have the overall responsibility of implementing sound financial management practices.

The PMU Financial Management Unit

The PMU has a Financial Management Unit responsible for financial and accounting matters. Financial and accounting matters are the responsibility of the Finance Manager, who heads the Financial Management Unit and who reports directly to the Project Coordinator. The Finance Manager is assisted by an Accountant.

Scope of Services and Responsibilities

Finance Manager is responsible for financial management of the project, and performs his/her tasks in accordance with IFAD's guidelines, rules and the project Implementation Manual. The Finance Manager's tasks and responsibilities include, but are not necessarily limited to, the following:

- maintaining the project's accounting and reporting in accordance with IFAD and the current legislation of the Republic of Angola;
- ensuring proper management of project funds and their disbursement in accordance with the accounting, budgeting, and financial control procedures established for the PMU in the light of IFAD's requirements;
- preparing, and securing approval of budgets based on the operating plans of the projects' sub-components;
- periodically evaluating the financial reporting and internal control arrangements for the projects' sub-components and preparing proposals for improvements;

- performing a monthly review of the projects' general ledgers with a view to identifying and clarifying any errors and anomalies, and particularly with reference to receivables and payables which have been overdue for more than one month;
- Scrutinizing financial reports submitted by project components and sub-components and institutions implementing or managing such components and sub-components to ensure that they follow established procedures, and to take corrective action where necessary;
- monitoring the status of budget utilization by project component and category of expenditure and reporting to the Project Coordinator on any significant variances, together with recommendations for appropriate actions;
- liaising with officials of the Ministry of Finance, the MINAGRIP and other concerned government bodies on financial issues pertaining to the PMU and the project, for which it is responsible, and particularly on the timely payment of government counterpart funds;
- ensuring the timely preparation of financial, activity and monitoring reports to the Government of Angola, IFAD, and providing the projects' external auditors with all information, documentation and explanations required for the purposes of audit;
- preparing and submitting requests for the replenishment of the projects' Designated Accounts in accordance with the IFAD's Project Financial Management Financial Control Arrangements Letter (FMFCL) and the financial agreement;
- Updating the PMU's Financial Manual and ensuring adherence to its provisions;
- preparing TORs for the annual external audits; technical and financial assessment of auditors' proposals; preparing annual financial statements and explanatory notes in accordance with IFAD's requirements and with IAS, to the extent applicable; agreeing with the auditors the form of their report;
- Reviewing/Clearing the financial transactions, reconciliations and reports prepared by Accountant to ensure proper segregation of duties;
- Following up on government contributions and ensuring that there are sufficient funds to pay project expenditures.
- Oversight management on PPIU FM activities.
- Following up and recording beneficiary contributions
- Preparation of quarterly Interim Financial Reports and timely submission to IFAD within the deadlines indicated in the FMFCL.
- Responsible for ensuring that valid audit contract is in place at least 6 months before the audit report submission deadline.
- organizing and providing training workshops in accounting and financial management topics for finance staff of the PMU/PPIUs;
- supervising the operation of the projects' Designated Accounts and project accounts in accordance with IFAD's procedures;
- standing in for the accountant and performing his/her routine duties during periods when he/she is absent;
- Follow up on IFAD mission, internal and external audit recommendations
- Review and clear the tasks performed by the accountant

- Perform such other duties as may be required by the IDA Director and Project Coordinator.

Reporting and Approval

The Finance Manager will directly report to Project Coordinator who will evaluate performance of his/her responsibilities every year in accordance with performance management framework.

Qualifications and Experience

The Finance Manager should satisfy the following qualifications and criteria:

- Higher education in accounting and finances;
- At least 7-year work experience in accounting and finance in a similar role;
- At least 5-year relevant work experience in donor funded project finances;
- Broad experience of budgeting, accounting and reporting procedures of IFAD, World Bank Group and other donors;
- Hands-on experience of setting up and running a project financial management and accounting information system in accordance with best international practice;
- Complete, practice-based command of double-entry bookkeeping;
- Ability to present financial information in a clear, concise manner and in formats suitable for non-specialists;
- Fluency in Portuguese and English;
- Computer literate; familiarity with Windows-based programs such as Word and Excel, PowerPoint.

Duration of Appointment

The period of assignment in the position will be initially 12 months with possibility of extension based on satisfactory performance validated by a formal annual performance review.

2. Accountant

Post title:	Accountant
Location:	PMU – Bie or Luanda Sul, Angola
Name of Project:	PRODESA
Duration:	One-year renewable
Type of contract:	short term
Closing date:	insert

Background

The Ministry of Agriculture and Fisheries (MINAGRIP) will be the lead implementing agency of the project and will delegate the implementation of the project to the Institute for Agricultural Development (IDA), which will have the responsibility of overseeing the implementation of the Project. IDA will delegate the day-to-day management of the Project

to a Project Management Unit (PMU); there will also be three Provincial PIUs (PPIUs) to help coordinate/manage PRODESA activities. IDA and the Bie or Luanda Sul-based PMU will have the overall responsibility of implementing sound financial management practices.

The PMU Financial Management Unit

The PMU has a Financial Management Unit responsible for financial and accounting matters and a Procurement Unit responsible for the procurement of goods, works and services. Financial and accounting matters are the responsibility of the Finance Manager, who heads the Financial Management Unit and who reports to the IDA Director and the Project Coordinator. The Finance Manager is assisted by an accountant.

Scope of services and duties

Accountant will perform his/her tasks in accordance with; (i) IFAD's guidelines, rules and documents regulating the project implementation (Project Implementation Manual, Procurement Plan). The accountant shall perform with all responsibility the works specified in the Terms of Reference and scope of services in detail. The main responsibilities of the accountant include but do not limited to:

- Process payments for eligible expenditures from the project bank accounts; enter all daily accounting transactions into the accounting system; their correct classification and proportion of expenses according to their categories;
- Keep accounting; provide duly control of the project funds and their cash flow and payments following the adopted procedures and standards in accordance with IFAD's requirements;
- Perform bank accounts and advance reconciliations.
- Prepare Withdrawal Applications and quarterly IFRs in accordance with the Disbursement Guidelines of IFAD;
- Prepare all required supporting documents on the Project(s) expenses for withdrawal application;
- Monitor available balances in the project bank accounts and prepare monthly reports on cash flows;
- Assist the Finance Manager to prepare financial statements for auditors during Project(s) audit and work together with auditors until receiving the IFAD's final approval on auditor's report.
- Prepare various reports, information materials at the request of the Ministry of Finance, and IFAD;
- Replace Finance Manager; perform his/her responsibilities during his/her absence;
- Inventory and fixed asset management;
- Control over the fuel management.
- Carry out other appropriate responsibilities upon request of the Project Coordinator/Director and Finance Manager.

Reporting and approval

The accountant shall report to the Project Coordinator, and Finance Manager who will evaluate performance of his/her responsibilities on a regular basis.

Institutional arrangement

The accountant will work closely with PMU and PPIU staff, all partners and government agencies have a direct link to the project(s) implementation.

Qualification and experience

The accountant should meet the following qualification criteria:

- Higher education in accounting and finances;
- At least 5-year work experience in accounting;
- At least 3-year relevant work experience in donor funded project finances;
- Good knowledge of financial management, tax policy and other legislative financial norms;
- Knowledge of procedures of international organization financial management such as WB/IFAD etc.;
- Fluency in Portuguese and English;
- Compulsory knowledge of the Accounting Program;
- Compulsory computer knowledge of Windows, such as knowledge of Microsoft Office package.

Duration of Assignment

The period of assignment in the position will be initially 12 months with possibility of extension based on satisfactory performance validated by a formal annual performance review.

3. Finance and Administration Assistants

Post title:	Accountant
Location:	PPIUs – Various Locations in Angola
Name of Project:	PRODESA
Duration:	One-year renewable
Type of contract:	short term
Closing date:	insert

Background

The Ministry of Agriculture and Fisheries (MINAGRIP) will be the lead implementing agency of the project and will delegate the implementation of the project to the Institute for Agricultural Development (IDA), which will have the responsibility of overseeing the implementation of the Project. IDA will delegate the day-to-day management of the Project to a Project Management Unit (PMU); there will also be three Provincial PIUs (PPIUs) to help coordinate/manage PRODESA activities. IDA and the Bie or Luanda Sul-based PMU will have the overall responsibility of implementing sound financial management practices.

The Financial Management Unit

The PMU has a Financial Management Unit in Bie/Luanda Sul, which is responsible for the financial management of the PRODESA. Financial and accounting matters are the responsibility of the Finance Manager, who heads the Financial Management Unit and who reports to the IDA Director and the Project Coordinator. The Finance Manager is assisted by an accountant. FM functions in provinces will be performed by the Finance and Administration Assistants under the supervision of the Finance Manager.

Scope of services and duties

Finance and Administration Assistants will perform their tasks in accordance with IFAD's guidelines, rules and documents regulating the project implementation. The main responsibilities will include but do not limit to:

Financial Management Duties:

- Preparation and processing of payment requests
- Recording financial transactions in the accounting system
- Preparation of bank journals
- Compilation and organization of supporting documents to justify expenses incurred
- Management of petty cash for small daily expenses, maintaining accurate records and justifications for all disbursements
- Preparation of periodic reports on the use of petty cash and reconciliation with financial records
- Organization of financial documents and support to the team during internal and external audits
- Organization of bank archives

Administrative Duties:

- Organization, filing, and maintenance of administrative, financial, and technical project documents.
- Preparation and sending of internal and external correspondence.
- Support in organizing meetings, conferences, and workshops, including preparing agendas, invitations, and minutes.
- Coordination of travel and logistics, such as booking flights and accommodation for the project team.
- Control and replenishment of office supplies and other resources necessary for the office's operation.
- Coordination of maintenance and repair services for office equipment and facilities.
- Processing and tracking of purchase and payment requests, ensuring compliance with established policies and procedures.
- Support in the preparation of technical documents and periodic reports.
- Assistance in preparing presentations and communication materials for disseminating project actions and results.
- Interaction with local partners, beneficiaries, and other stakeholders to facilitate the implementation of project activities.
- Coordination of logistical activities for events and training sessions held in the provinces or project implementation areas.

Reporting and approval

The Finance and Administrative Assistant will report to the Project Coordinator, and Finance Manager who will evaluate performance of his/her responsibilities on a regular basis.

Institutional arrangement

The Finance and Administrative Assistant will work closely with PMU and PPIU staff, all partners and government agencies have a direct link to the project(s) implementation.

Qualification and experience

The accountant should meet the following qualification criteria:

- Bachelor's degree in business management or related field; (For finance functions, bookkeeping or entry level accounting certificate will be also acceptable)
- At least 1–2-year work experience in accounting and administration;
- At least 2-year relevant work experience in donor funded project finances;
- Good knowledge of administrative, bookkeeping and accounting;
- Fluency in Portuguese and English;
- Compulsory knowledge of the Accounting Program;
- Compulsory computer knowledge of Windows, such as knowledge of Microsoft Office package.

Duration of Assignment

The period of assignment in the position will be initially 12 months with possibility of extension based on satisfactory performance validated by a formal annual performance review.

4. Internal Auditor

Position: PRODESA Internal Auditor

Location: Luanda, Angola

Duration: One-year renewable

Type of contract: short term

Closing date: *insert*

Background

The Ministry of Agriculture and Fisheries (MINAGRIP) will be the lead implementing agency of the project and will delegate the implementation of the project to the Institute for Agricultural Development (IDA), which will have the responsibility of overseeing the implementation of the Project. IDA will delegate the day-to-day management of the Project to a Project Management Unit (PMU); there will also be three Provincial PIUs (PPIUs) to help coordinate/manage PRODESA activities. IDA and the Bie or Luanda Sul-based PMU will have the overall responsibility of implementing sound financial management practices.

The Borrower is required to ensure that reliable and adequate internal controls are applied over project operations, procedures, assets, and financial transactions, to provide assurance that project funds are being used as intended with regard to economy and efficiency and that these internal control arrangements are maintained throughout the implementation period. To provide independent assurance that the PMU's risk management, governance and internal control processes are operating effectively, IDA will hire an internal auditor who will report directly to project steering committee.

Objective of internal audit:

- To provide reliable, valued and timely assessment to the Project Steering Committee on the effectiveness of the system of internal control.
- To express an opinion with regard to efficiency, effectiveness and economy of the program operations.
- To ascertain and evaluate the adequacy and effectiveness of the financial management and internal control framework.
- To ascertain compliance of the laid down policies, IFAD financial rules, Government procedures, various guidelines, manuals, etc. as applicable under the project.
- To identify areas for improvement and critical weaknesses, if any.
- To provide Project management with timely information and recommendations on financial management aspects of the project to enable timely corrective actions, as necessary.

Scope of Services and Responsibilities

Internal Auditor's tasks and responsibilities include, but are not necessarily limited to, the following:

- Perform semi-annual internal audits in accordance with the International Standards on Auditing (ISA) published by the International Federation of Accounts and should include such tests and controls, as necessary for performance of the audit.

- Review the financial implementation manual, procurement manual, financing agreement, final design report, quarterly progress reports, quarterly interim financial reports and other implementation documents.
- An assessment of the adequacy of the project 's financial management system, including internal controls. This would include aspects such as adequacy and effectiveness of accounting, financial and operational controls exercised by the implementing agencies.
- An assessment of efficiency and timeliness of funds flow and reporting.
- An assessment of the adequacy of financial and administrative delegation and segregation of duties and controls. And, assessing expenditures incurred/ advances provided are duly authorized as per the financial and administrative delegation approved.
- Adequate and proper supporting documents, namely, purchase orders, tender documents, invoices, vouchers, receipts, pay bills, TA bills etc. are maintained and linked to the transactions.
- Check if the expenditure incurred with reference to the budget allocation approved and in accordance with procurement guidelines included in the project documents.
- Goods, works and services financed have been procured in accordance with IFAD's procurement procedures.
- Reconciliation of Bank Statements and accounts is regularly carried out on a monthly basis and necessary corrections on account of Bank's credits/debits and stale cheques are accounted for concurrently.
- Assets: Completeness, existence, recording, safeguard and utilization for the purpose intended including, physical verification of sample of assets.
- The scope of work will additionally include detailed review of the issue of advances, staff advances and cash payments for items purchased.
- Regularly provide information about the functioning of internal control, focusing considerable attention on evaluating the design and operation of internal control.
- Make necessary recommendations to mitigate the internal control risks.
- Follow up on implementation of recommended actions.
- Provide regular reports to Project Steering Committee and IFAD on internal audit plans and status of recommended actions.
- Submit the internal audit reports to IFAD within 45 days after the relevant semester.

Reporting and Approval

The internal auditor will be independent from the management, and report directly to the highest level of authority within the organization. Therefore, the internal Auditor will directly report to the Project Steering Committee.

Qualifications and Experience

Internal Auditor should satisfy the following qualifications and criteria:

- Higher education in auditing and accounting;
- At least 7-year work experience in auditing and accounting in a similar role;
- At least 5-year relevant work experience in donor funded project finances;

- Fluency in Portuguese and English;
- Computer literate; familiarity with Windows-based programs such as Word and Excel, PowerPoint.

Duration of Assignment

The period of assignment in the position will be initially 12 months with possibility of extension based on satisfactory performance validated by a formal annual performance review.

ANNEX 2 – Performance Evaluation Form Template (Illustrative)

I. EMPLOYEE INFORMATION			
Employee Name		Job Title	
Supervisor/Reviewer		Review Period From: / / To: / /	
II. CORE VALUES			
PERFORMANCE CATEGORY	RATING	EMPLOYEE COMMENTS	SUPERVISOR COMMENTS
Reliability/Dependability: <i>Consistently performs at a high level; manages time and workload effectively to meet responsibilities and deadlines.</i>	☐ Exceeds expectations ☐ Meets expectations ☐ Needs improvement ☐ Unacceptable		
Communication Skills: <i>Written and oral communications are clear, organized and effective; listens and comprehends well and response to queries in a timely manner.</i>	☐ Exceeds expectations ☐ Meets expectations ☐ Needs improvement ☐ Unacceptable		
Judgment & Decision-Making: <i>Makes thoughtful, well-reasoned decisions; exercises good judgment, resourcefulness and creativity in problem-solving</i>	☐ Exceeds expectations ☐ Meets expectations ☐ Needs improvement ☐ Unacceptable		
Initiative & Flexibility: <i>Demonstrates initiative, often seeking out additional responsibility; identifies problems and solutions; thrives on new challenges and adjusts to unexpected changes</i>	☐ Exceeds expectations ☐ Meets expectations ☐ Needs improvement ☐ Unacceptable		
Cooperation & Teamwork:	☐ Exceeds expectations ☐ Meets expectations		

Respectful of colleagues when working with others and makes valuable contributions to help the group achieve its goals	☐ Needs improvement ☐ Unacceptable		
III. JOB-SPECIFIC PERFORMANCE CRITERIA			
PERFORMANCE CATEGORY	RATING	COMMENTS AND EXAMPLES	
Knowledge of Position: <i>Possesses required skills, knowledge, and abilities to competently perform the job</i>	☐ Exceeds expectations ☐ Meets expectations ☐ Needs improvement ☐ Unacceptable		
Training & Development: <i>Continually seeks ways to strengthen performance and regularly monitors new developments in field of work</i>	☐ Exceeds expectations ☐ Meets expectations ☐ Needs improvement ☐ Unacceptable		
IV. PERFORMANCE GOALS & KEY PERFORMANCE INDICATORS (ADDITIONAL GOALS & KPIS MAY BE ADDED , IF NEEDED)			
<u>GOAL 1: Compliance with the Financing Agreement legal covenants:</u> KPI 1: Submission of accurate quarterly Interim Financial Reports to IFAD within 30 days after each quarter end; Q1 IFRs - Due date: 30 April Q2 IFRs - Due date: 30 July Q3 IFRs - Due date: 30 October Q4 IFRs - Due date: 30 January KPI 2: Submission of quality of Interim Financial Reports (to liaise with Finance Officer) KPI 3: Submission of Quality Unaudited Financial Statements within 4 months after the financial year ends. Deadline: 30 April each financial year KPI 4: Timely implementation of audit plan (TORs preparation, auditor selection, request for IFAD no objection, response to management letter, timely submission of audit report; within 6 months after the financial year-end.) KPI 5: Timely preparation of quality reports for supervision missions			

GOAL 2: Financial Management as per the Project Documents (financing agreement, Project Implementation Manual, Financial Management Manual, Project Design Reports and the cost tables):

KPI 1: Performing monthly Bank Reconciliations

Deadline: Within 15 days after the month end.

KPI 2: Monitoring the status of annual budget utilization by project component and category of expenditure and reporting to the Project Coordinator.

Deadline: Quarterly

KPI 3: Providing timely inputs during budget preparation.

KPI 4: Monitoring the cumulative utilization of funds against the approved limits in the Financing Agreement and timely preparation of reallocation requests.

Deadline: As applicable

KPI 5: Timely follow up on IFAD missions, internal and external audit recommendations.

KPI 6: Implementation of project activities as defined in the financial manual/ only eligible expenditures with the requisite support documentation.

KPI 7: Accurate record keeping/100 % of all vouchers of a month completely scanned 8 weeks after end of month.

KPI 8: Advances to staff to be justified within 15 days from the end of the activity/recovered from monthly salary.

KPI 9: Advances to implementing partners to be timely retired.

KPI 10: Supervision of IPs as per annual target

V. OVERALL RATING

☐ EXCEEDS EXPECTATIONS	☐ MEETS EXPECTATIONS	☐ NEEDS IMPROVEMENT	☐ UNACCEPTABLE	
<i>Employee consistently performs at a high level that exceeds expectations</i>	<i>Employee satisfies all essential job requirements; may exceed expectations periodically; demonstrates likelihood of eventually exceeding expectations</i>	<i>Employee consistently performs below required standards/expectations for the position; training or other action is necessary to correct performance</i>	<i>Employee is unable or unwilling to perform required duties according to company standards; immediate improvement must be demonstrated</i>	

Comment on the employee's overall performance.	
VI. EMPLOYEE COMMENTS (OPTIONAL)	
VII. ACKNOWLEDGEMENT	
I acknowledge that I have had the opportunity to discuss this performance evaluation with my manager/ supervisor and I have received a copy of this evaluation. Employee Signature: _____ Date: _____	
VIII. IDENTIFIED SKILL GAPS AND AGREED TRAINING INTERVENTIONS	
Reviewer Signature: _____ Date: _____	

ANNEX 3 – Draft Terms of Reference for External Auditor

Terms of reference for the financial audit and factual findings of Eastern Provinces Sustainable Agriculture Development and Livelihood Project (PRODESA)

Background

- The International Fund for Agricultural Development (IFAD) is aiding the borrower/recipient in the form of loan(s) [and/or grant(s)].
- A financing [and/or grant] agreement(s) has/have been signed between IFAD and the [borrower/recipient]; see appendix 1.
- [Insert for private auditor]: IFAD requires the borrower/recipient to appoint an independent auditor to audit the accounts related to the project, in accordance with the IFAD Handbook on Financial Reporting and Auditing.
- The reporting entity is [xxx].
- The entity prepares its financial statements in accordance with [applicable accounting standards].
- The auditor conducts its audit in terms of [applicable auditing standards].
- [Insert any other information that may be relevant to the auditor]

Objective

The objective of this audit is to enable the auditor to express an opinion on whether the financial statements (including additional disclosures as outlined in section 5) fairly present, in all material respects, the financial position of the reporting entity as at [insert year-end date], and/or the results of its operations and cash flows for the years then ended, in conformity with the [applicable accounting standards].

Responsibilities of the Borrower

General

- Provide financial statements for the activities financed by the loan/[grant] that are reconcilable with its records and accounts.
- Provide the auditor with access to all legal documents and correspondence with consultants, contractors and other persons or firms engaged by the project and any other information associated with the project that the auditor deems necessary.
- Ensure that accounting policies are consistently applied and disclosed.
- Ensure that appropriate internal controls are implemented to prevent misstatements and susceptibility to fraud.
- Ensure compliance with all relevant laws and regulations that pertain to the entity, as well as with the financing agreement between the [borrower/recipient] and IFAD.
- Provide the financial statements to the auditor within a reasonable time and be available for any queries that the auditor may have.

Financial statements

The [borrower/recipient] shall:

- Prepare financial statements covering the reporting period [date] to [date], in accordance with acceptable accounting standards that will be identified in the Notes to the Financial Statements. In addition, the following specific disclosures will be included in the financial statements:
- Withdrawal application statement – appendix 1 to the IFAD Handbook on Financial Reporting and Auditing of IFAD-financed Projects.
- Sources and uses of funds statement – appendix 2 to the IFAD Handbook on Financial Reporting and Auditing of IFAD-financed Projects.
- Designated account statement and reconciliation – appendix 3(a) and 3(b) to the Handbook on Financial Reporting and Auditing of IFAD-financed Projects.
- [Statements of expenditures – appendix 4 to the IFAD Handbook on Financial Reporting and Auditing of IFAD-financed Projects] – applicable to grants.
- Expenditure transaction list – online, provided in IFAD Grant Forms repository; see document C.2 “Transaction List” – applicable to grants.
- Where the amount transferred to the Implementing Partners (IPs) is substantial, the IPs should transmit a copy of the audited financial statement to the PIU.

Responsibilities of the auditor

Auditing standards

I. Auditing standards

- The auditor is responsible for issuing an opinion on the financial statements in accordance with [ISA/ISSAI/national auditing standards].

II. General Principles

By agreeing to these terms, the auditor confirms that:

- The firm is independent of the project, its staff and its activities, consistent with international best practices.
- The firm is not currently providing consulting services to the project or preparing its project financial statements (nor has it done so in the previous two years).
- The auditor is suitably qualified, and a member of a professional body affiliated with the International Federation of Accountants.
- [The office of [public auditors] is a member of the International Organization of Supreme Audit Institutions (INTOSAI)].
- The auditor is able to conduct the audit in accordance with auditing standards acceptable to IFAD, pursuant to paragraph 4 (I).
- The firm can assign an audit team with the necessary competence and skills to the audit.
- The firm has a proven track record in conducting audits of a similar nature and complexity.

III. Reporting

The auditor is required to deliver an audit package in compliance with ISA 700 and include:

- The audited financial statements, including additional disclosures as outlined in paragraph 3 (II).
- A report on factual findings, within the scope of agreed-upon procedures, as outlined in paragraph 6. Any ineligible expenditure identified should be clearly mentioned.
- A Management Letter, including the information outlined in paragraph 4 (IV).

IV. Management Letter

The Management Letter is an integral part of the audit package that documents accounting and internal control issues identified by the auditors. The format of the management letter should classify the findings by risk priority. The management letter should:

- Provide comments and observations on the accounting records, systems and internal controls examined during the course of the audit, identify specific deficiencies and areas of weakness in systems and controls and make recommendations for their improvement;
- Include project management's responses to the identified control issues and its proposal to address the issues identified within a specific time.
- Where applicable, follow up on the issues identified in the previous year's management letter.
- Provide comments on economy, efficiency, and effectiveness in project management's use of resources.
- Report on the degree of compliance with each financial covenant in the financing agreement and provide comments, if any, on internal and external matters affecting such compliance.
- Communicate matters that have come to the auditor's attention during the audit that might have a significant impact on the implementation of the project.
- Review results and findings on IFR reliability for the reporting period.
- Any other matters that the auditors deem pertinent.
- List additional procedures, if applicable.

The audit report should provide sufficient detail as to the nature and extent of the procedures performed by the auditor. The auditor is required to provide the audit package by no later than [insert date]. Reports are to be delivered in the official language of the financing agreement.

Scope of the financial audit

In performing the audit, the auditor shall, at a minimum:

- Confirm whether the financial statements have been prepared following international (IPSAS, GAAP, IFRS), regional or national accounting standards; in the latter case, identify elements of difference with the international standards.
- Confirm the auditing standards used for the audit.
- Obtain audit evidence that the financial statements are fairly presented and free of material misstatements, in accordance with the applicable accounting framework.
- Assess internal controls related to the financial reporting process, and identify any weakness that might result in misstatements, whether due to fraud or error.
- Verify the reliability of the SOEs or IFRs, as the case may be, used to support withdrawal applications and ensure that they are reliable and accurately reflect expenditures incurred and activities carried out during the reporting period.
- Verify whether expenditure incurred in the name of the project is consistent with the terms of the financing agreement(s) (appendix xx) and incurred for the purposes intended in this agreement. Both IFAD and third-party funding should be considered.
- Verify whether counterpart funds provided by the Government of [Country] have been provided and used in accordance with the relevant financing agreement; verify that the amount of in-kind contribution is reported according to the agreed accounting principles and that the reported fair-market value for all in-kind contribution items is reasonable and fully and accurately disclosed in the financial statements.
- Verify that the inventory and fixed assets held by the entity exist, are complete, are properly accounted and are used for project purposes; at project closure, confirm that the project assets are transferred to the borrower/recipient or the entity identified in the financing agreement.
- Verify the project's recurrent costs (salaries and operating costs) claimed under WAs and ensure they are reasonable, congruent with the implementation needs of the project and within the acceptable threshold (FA schedule II and its revisions).
- The audit should cover selected project regional/provincial implementing units as per the audit plan agreed with the PIU/PCU.

Scope of the agreed-upon procedures

The auditor is required to perform the following specific procedures and report on factual findings, as required in paragraph 4.3.

I. Withdrawal application statement

The auditor is requested to obtain the individual withdrawal applications (WAs) submitted to IFAD, as summarized in the withdrawal application statement, and develop test procedures to:

- Confirm that the withdrawal application statement is reconciled with the amounts disbursed by the Fund and deposited to the designated account (DA).
- Confirm that the withdrawal application statement is reconciled with the IFRs submitted to the Fund.

- Ascertain whether the designated account currency equivalent was determined using the historical exchange rate of transfers to the operating account or the accounting rules used.
- [List additional procedures, if applicable]⁵⁸

II. Designated account statement

The auditor is requested to review the activities of the designated account(s) associated with the project, including the initial advance, replenishments, interest that may accrue on the outstanding and year-end balances. The auditor is requested to develop test procedures to:

- Check the accuracy of the DA reconciliation(s).
- Confirm that the DA(s) has/have been maintained in accordance with the provisions of the financing agreement and that transactions from the DA(s) are accurately and correctly recorded in the financial accounts and statements of the project.
- Check that expenditures as reported in the project's financial statements are reconciled with the amounts withdrawn from the DA and that the amounts deposited to the DA are reconciled with the amounts disbursed by the Fund.
- Reconciliation should also be made with the amounts paid from the prefinancing account and direct payments (if any).
- [List additional procedures, if applicable]

III. Interim Financial Reports (IFRs) and Certified Statements of Expenditure (SOEs)

The auditor is requested to obtain the certified SOEs or IFRs as submitted to IFAD and apply such tests and control as the auditor deems necessary under the circumstances, to:

- Ascertain that the financial management system is reliable to produce the IFRs and has met Fund requirement during the year.
- Determine whether the expenditures incurred are related to activities outlined in the AWPB and consistent with the grant agreement.
- Determine whether the funds have been utilized for the intended purposes, with due regard to economy, efficiency and social equity.
- Determine whether the SOE threshold was set for the financing instrument and the IFRs prepared accordingly.
- Determine whether the expenditures claimed through IFRs or SOEs were properly and appropriately authorized, classified⁵⁹ and supported by adequate documentation.
- Identify any ineligible expenditures, including the nature of the ineligible expenditures, the date incurred, and the IFR period.
- [List additional procedures, if applicable]

IV. Agreed-upon procedures for donor-funded projects

- In the case of projects financed by the Green Climate Fund (GCF), the auditors will assess the compliance of the project accounting records and the GCF Annual Progress Report (APR) with the applicable GCF requirements (e.g. expenditure eligibility, categorization vis-à-vis the GCF budget categories; etc.).
- Include specific requirements for other donors, as needed.
- [List additional procedures, if applicable]

V. Other

- [List additional procedures, if applicable]

Public disclosure

IFAD promotes public disclosure of Project financial information to enhance the level of transparency and accountability. IFAD will disclose Project audit reports, as appropriate, in line with the Fund's disclosure policy. Management Letters issued by auditors are not subject to public disclosure by IFAD. In agreeing to the terms of reference, the auditor explicitly acknowledges IFAD's right to publicly disclose audit reports (audited financial statements and audit opinion) and will issue reports without a limitation of use clause.

To facilitate the public disclosure process, the auditor is requested to submit two separate files as follows:

- Audited financial statements and audit opinion; and
- Management Letter.

Appendices [list as applicable]

Appendix: Financing agreement

Appendix: Project Financial Management and Financial Control Arrangements Letter (FMFCL)

Appendix: IFAD Handbook on Financial Reporting and Auditing of IFAD-financed Projects

ANNEX 4 – Tools, Checklists and Templates for Financial Management

TOOL 1: AWPB Structure and preparation checklist

The PMU is responsible for the development of the Annual Work Plan and Budget (AWPB), generally covering a period of 12 months, which should include the following mandatory sections:

Section	Description
<i>Introduction</i>	- Provide a brief background - Include narrative covering the strategic focus, target group, geographical focus (Project sites), outreach (with gender disaggregation), Project components, specific activities to be undertaken and the planned output for each activity.
<i>Risks and mitigation</i>	Outline of major risks that could affect adversely the Project outcomes and mitigating actions taken.
<i>Budget and financing plan</i>	- Describe the necessary inputs and outputs for each activity, including the expenditures, financing source and expected completion date. - The expenditures should be classified per activity and should also be linked to a component, expenditure category as per the financing agreement and a financing source. - Each activity should be coupled with tangible outputs or physical targets to facilitate the measurement of Project progress.
<i>Procurement plan</i>	- Outline detailed plan outlining procurement activities, include expected cost for each item, procurement method and timeline. <u>The first Procurement plan should cover the first 18 months of the Project lifecycle while the subsequent procurement plans should cover 12 months of the Project lifecycle.</u>
<i>Progress and past performance (include in 2nd AWPB onwards)</i>	Outline the following with: - Summary of the key achievements - Problems encountered and how these were resolved - Budget execution, comparing actual expenditure per category/component to prior AWPB with an indication of category overspend
<i>Other</i>	- Training and technical assistance schedule - PMU and PPIU staff development plan - Project staff payroll (including the names, titles, salaries and incentives)

AWPB Check: The checks listed below are designed to improve the quality of the AWPB during the final preparation stage.

	Yes	No
Is the AWPB complete and clearly presented? Does it disclose sufficient information?		
Is the AWPB in line with the Project description and rationale (schedule 1) as per the financing agreement and the Project log-frame? Are all the activities relevant to the Project?		
Does it contain the necessary summary tables by component and financier and by expenditure category and financier as well as the detailed tables by component?		
Does the implementation schedule seem realistic, and does it show appropriate targets and milestones? Are the targets and execution level realistic compared to past years' progress?		
Does it contain a separate annex disclosing the details of the Project payroll?		
Does it contain a separate annex outlining the planned training?		
In the detailed tables are the expenditures structured by activity and linked to a component, expenditure category and financing source?		
Are the cost categories of the AWPB in line with the Schedule 2 of the IFAD financing agreements and are expenditures within the agreed allocations?		
Is any expenditure category going to be overdrawn during the year? Is the reallocation of IFAD funds needed?		
Do the total (and subtotal) costs add up? Are the inputs (unit cost) and outputs (physical targets) adequately quantified? Is there coherence between the inputs and outputs? And do these represent value for money (i.e. what is the unit cost per output, e.g. cost per trained farmer)?		
Are the unit costs realistic, and do they reflect market prices?		
Is the AWPB accompanied by a procurement plan? Is the procurement plan consistent with the AWPB?		
Is the format of the AWPB compatible with other financial reports and the accounting software to allow input in the budget module and generation of actual vs. budget reports and		
If last audit, does it take into account completion date of the Project as well as winding up activities such as Project completion report, final audit as handover/disposal of Project assets (computers, vehicles etc.)		

A.1. Annual Work Plan and Budget

Project Name:

Recipient:

Reporting period: DD.MM.YYYY – DD.MM.YYYY

Detailed Tables per Component, Expenditure Category and Financier - (Separate sheet for each component as applicable).																	
Description		Budget Category	Location		Items (cost in USD)				Physical Outreach/target by activity	Timeline					Financing Source (USD)		
Budget item by Component, Subcomponent and Activity	Methods		Implementing entity	Country/site	Unit	Unit cost	Quantity	Total		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Delivered by	IFAD Grant	Recipient	Co-financier
Component 1																	
Activity 1.1																	
Expenditure item																	
Expenditure item																	
Subtotal																	
Activity 1.2																	
Expenditure item																	
Expenditure item																	
Subtotal																	
Activity 1.3																	
Expenditure item																	
Expenditure item																	
Expenditure item																	
Expenditure item																	
Subtotal																	
Total (Component 1,2,3 etc)																	

TOOL 2: Information checklist – preparing for IFAD missions

It is required that the PMU prepare the following in anticipation of IFAD missions:

Information		Guidance
1.	<i>Appendix 1</i>	Prepare Appendix 1 in Excel Workbook and include formulate as appropriate.
2.	<i>FMAQ</i>	Include comments in the Financial Management Assessment Questionnaire (with exception of the summary section).
3.	<i>Withdrawal applications/IFRs/SOEs</i>	- Make hardcopy files of all recent withdrawal applications/statement of expenditures available (at least covering 12 months prior to the missions). Upon request, provide supporting documentation for a selection of expenditures. - Provide a summary of pending withdrawal applications / IFRs and SOEs for review.
4.	<i>Bank, petty cash, fuel and business trip card reconciliations</i>	Make hardcopy files of the most recent bank, petty cash (if relevant), fuel and business trip cards reconciliations available. Include copies of relevant bank statements.
5.	<i>Financial reports</i>	- Provide most recent financial reports (as at end of most recent completed month), which include summary information (including all sources and uses of funds). - Provide most recent interim financial report - Provide a copy of the most recent audited financial statement.
6.	<i>Fixed assets register and fixed asset physical verification report</i>	- Provide updated fixed asset register in Excel Workbook format (export from accounting software). - Provide fixed asset physical verification report (PDF/Signed/Stamped)
7.	<i>Manuals and procedures</i>	- Provide an electronic version of the most recent version of the Financial Manual (to which IFAD provide no objection). - Provide a copy of the accounting software manual.
8.	<i>Contract register and monitoring forms</i>	Make available the updated Contract Register and Contract Monitoring Forms (export from accounting software).

Information		Guidance
9.	<i>Action tracker</i>	Update the action tracker with progress to date.
10.	<i>AWPB/Procurement Plan</i>	Make available electronic copies of the AWPB and Procurement Plan (provided in Excel Workbook format).
11.	<i>Advances</i>	Make available a summary of outstanding advances with supporting documentation.

TOOL 3: Illustrative financial statements

[PRODESA] ANNUAL FINANCIAL STATEMENTS

Minimum prescribed content of annual project financial statements to be submitted to IFAD

Project financial statement	Cash basis
Section A: Disclosures as prescribed by accounting standards	
1. Statement of cash receipts and payments	✓
2. Comparison of budget and actual amounts	✓
Notes (a summary of significant accounting policies and other	
3. explanatory notes)	✓
Section B: IFAD-specific disclosures provided as supplementary information	
4. Fixed asset schedule	✓
5. Withdrawal application statement	✓
6. Sources and uses of funds statement	✓
7. Designated Account statement and reconciliation ¹⁷	✓

Section A: Disclosures as prescribed by accounting standards (illustrative)

Statement of Cash Receipts and Payments:

	Note	Current Year Receipts/Payments	Cummulative Receipts/Payments
<i>Presentation currency</i>		USD	USD
Opening Balances		0.00	0.00
IFAD Loan		0.00	0.00
Government Contributions		0.00	0.00
Beneficiaries		0.00	0.00
Cash Receipts During the Year		0.00	0.00
IFAD Loan:		0.00	0.00
Government Contributions		0.00	0.00
Beneficiaries		0.00	0.00
Private Sector		0.00	0.00
Total cash available		0.00	0.00
Cash Payments			
IFAD Loan		0.00	0.00
Category 1		0.00	0.00
Category 2		0.00	0.00
Category 3		0.00	0.00
Category 4		0.00	0.00
Government		0.00	0.00
Category 1		0.00	0.00
Category 2		0.00	0.00
Category 3		0.00	0.00
Category 4		0.00	0.00
Beneficiary		0.00	0.00
Category 1		0.00	0.00
Category 2		0.00	0.00
Category 3		0.00	0.00
Category 4		0.00	0.00
Total Payments		0.00	0.00
Cash at the end of the year		0.00	0.00
Closing Balances as of __/__/__			
IFAD Loan - Closing Balance at the end of the year		0.00	0.00
Government Contribution		0.00	0.00
Beneficiary		0.00	0.00

Budget vs. Actual Comparison

Description	Current Year USD			Cumulative-to Date USD		
	Actual	Planned	Variance %	Actual	Planned	Variance %
	1	2	3=1/2	7	8	9=7/8
Sources of Funds						
IFAD Loan						
Government						
Beneficiary						
PFI						
Total Sources of Fund	0.00	0.00	0.00	0.00	0.00	0.00
Uses of Funds						
By components						
Component 1 - XXX						
Component 2 - XXX						
Component 3 - XXX						
Component 4 - XXX						
Sub Total	0.00	0.00	0.00	0.00	0.00	0.00
By expenditure category						
- Category 1 - XXX						
- Category 2 - XXX						
- Category 3 - XXX						
- Category 4 - XXX						
Sub Total	0.00	0.00	0.00	0.00	0.00	0.00
Non-IFAD or EU						
Total Uses of Fund	0.00	0.00	0.00	0.00	0.00	0.00

We hereby certify that the receipts from IFAD have been expended for Eligible Expenditures for the proper execution of the

Section B: IFAD-specific disclosures provided as supplementary information

Sources and Uses of Funds Statement (by Component)

Financial Statements for;

For the Period Ending 31.12.20XX

	Note	Current period 01.01.20XX - 31.12.20XX	Previous period 01.01.20XX - 31.12.20XX	Cumulative
presentation currency		USD	USD	USD
SOURCES OF FUNDS				
IFAD Loan:		0.00	0.00	0.00
Government Contributions		0.00	0.00	0.00
Beneficiaries		0.00	0.00	0.00
Total sources of funds		0.00	0.00	0.00
USES OF FUNDS COMPONENT				
IFAD Loan		0.00	0.00	0.00
- Component 1 - XXXXX		0.00	0.00	0.00
- Component 2 - XXXXX		0.00	0.00	0.00
- Component 3- XXXXX		0.00	0.00	0.00
- Component 4- XXXXX		0.00	0.00	0.00
Government		0.00	0.00	0.00
- Component 1 - XXXXX		0.00	0.00	0.00
- Component 2 - XXXXX		0.00	0.00	0.00
- Component 3- XXXXX		0.00	0.00	0.00
- Component 4- XXXXX		0.00	0.00	0.00
Beneficiaries		0.00	0.00	0.00
- Component 1 - XXXXX		0.00	0.00	0.00
- Component 2 - XXXXX		0.00	0.00	0.00
- Component 3- XXXXX		0.00	0.00	0.00
- Component 4- XXXXX		0.00	0.00	0.00
Total uses of funds		0.00	0.00	0.00
SURPLUS/DEFICIT		0.00	0.00	0.00

Notes

Sources and Uses of Funds Statement (by Category)

Financial Statements for; For the Period Ending 31.12.20XX				
	Notes	Current period 01.01.20XX - 31.12.20XX	Previous period 01.01.20XX - 31.12.20XX	Cumulative
<i>Presentation currency</i>		USD	USD	USD
<u>SOURCES OF FUNDS</u>				
IFAD Loan:		0.00	0.00	0.00
Government Contributions		0.00	0.00	0.00
Beneficiaries		0.00	0.00	0.00
Total sources of funds		0.00	0.00	0.00
<u>USES OF FUNDS BY CATEGORY</u>				
IFAD Loan		0.00	0.00	0.00
- Category 1 - XXXXX		0.00	0.00	0.00
- Category 2 - XXXXX		0.00	0.00	0.00
- Category 3 - XXXXX		0.00	0.00	0.00
- Category 4 - XXXXX		0.00	0.00	0.00
Government		0.00	0.00	0.00
- Category 1 - XXXXX		0.00	0.00	0.00
- Category 2 - XXXXX		0.00	0.00	0.00
- Category 3 - XXXXX		0.00	0.00	0.00
- Category 4 - XXXXX		0.00	0.00	0.00
Beneficiaries		0.00	0.00	0.00
- Category 1 - XXXXX		0.00	0.00	0.00
- Category 2 - XXXXX		0.00	0.00	0.00
- Category 3 - XXXXX		0.00	0.00	0.00
- Category 4 - XXXXX		0.00	0.00	0.00
Total uses of funds		0.00	0.00	0.00
SURPLUS/DEFICIT		0.00	0.00	0.00

Notes:

Designated account statement					
Designated Account Statement XXXXXXXX					
			Notes	USD (or as otherwise denominated)	Local Currency Equivalent (optional)
	Opening Balance			A	A
	Add:				
1	IFAD Replenishments:				
	Date	WA No.			
	Date	WA No.			
	Replenishment Total			B	B
2	Bank Interest			C	C
	Deduct				
1	Transfers to Operating Accounts:				
	Date	No			
	Date	No			
	Total Transfers to Operating Accounts			E	E
2	Bank Charges			F	F
3	Exchange Rate Differences				G
	Closing balance			#VALUE!	#VALUE!

Designated account statement and reconciliation					
Designated account reconciliation statement					
For the year ended: _____					
IFAD Financing Agreement no: _____					
Bank Account No: _____					
	SECTION 1				USD
1	Total advanced by IFAD				0.00
2	Total amount recovered by IFAD				0.00
3	Outstanding amount advanced by IFAD				0.00
	SECTION 2				
4	Balance of designated account as per bank statement				
5	Plus: Balance of operating accounts (Opening Balance)				0.00
	Plus: Cash on Hand				0.00
	Total bank balances as at XXX				0.00
6	Amounts withdrawn not yet claimed				0.00
	WA XX				
	WA XX				
	Provide reasons - not yet claimed				
7	Amounts claimed in previous applications not yet credited at date of bank statement and claimed after date of bank statement				0.00
	<i>App nr</i>	<i>Date</i>	<i>USD</i>	<i>AMOUNT</i>	
			USD	0	
			USD	0	
			USD	0	
8	Less: interest earned				0.00
9	Total advance accounted for (D+E+F+G+H-I)				0.00
10	Explanation of difference between outstanding advance (line 3) and advance accounted for (line 10)				0.00
Note:					

Withdrawal application summary:

Withdrawal application summary												
For XX.XX.20XX - XX.XX.20XX												
Withdrawal application number	Date	Category 1 XXXX	Category 2 XXXX	Category 3 XXXX	Category 4 XXXX	Category 5 XXXX	Category 6 XXXX	Total	Designated account currency equivalent	Value date	Rejected by IFAD	Net reimbursed
			In local currency - XXX						In Designated Account currency - XXX			
Section A: Payment method - Replenishment												
Approved withdrawals												
Pending submission												
Sub-Total (A)		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Section B: Payment method - Direct Payment												
Approved withdrawals												
Pending submission												
Sub-Total (B)		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL (A+B)		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Fixed asset register:

[illegible]

Notes to the Financial Statements

<i>The following in-kind contributions were received from the Government and Beneficiaries during the period</i>				
		Current period 01.01.20XX - 31.12.20XX	Previous period 01.01.20XX - 31.12.20XX	Cumulative
	Valuation Method			
Presentation currency		USD	USD	USD
<u>SOURCES OF FUNDS</u>				
Government Contributions		0.00	0.00	0.00
Tax Exemptions	Total of taxation and tariff liabilities forgiven	0.00	0.00	0.00
Seconded Staff	Actual portion of salary cost of the staff assigned to fulfil duties specifically related and necessary to the project	0.00	0.00	0.00
Office Space	Donated meeting rooms, space or facilities for which a rental fee is usually charged. Utilised space should be specifically related to and necessary to the project	0.00	0.00	0.00
Beneficiaries		0.00	0.00	0.00
Labour e.g. professionals, experts, volunteers, beneficiaries workforce	Number of days X market value per day	0.00	0.00	0.00
Equipment, materials and supplies	. fair market value . Institution book value	0.00	0.00	0.00
Total sources of funds		0.00	0.00	0.00
<u>USES OF FUNDS</u>				
Government		0.00	0.00	0.00
- Category 1 - XXXXX		0.00	0.00	0.00
- Category 2 - XXXXX		0.00	0.00	0.00
- Category 3 - XXXXX		0.00	0.00	0.00
- Category 4 - XXXXX		0.00	0.00	0.00
Beneficiaries		0.00	0.00	0.00
- Category 1 - XXXXX		0.00	0.00	0.00
- Category 2 - XXXXX		0.00	0.00	0.00
- Category 3 - XXXXX		0.00	0.00	0.00
- Category 4 - XXXXX		0.00	0.00	0.00
Total uses of funds		0.00	0.00	0.00

TOOL 4: Interim Financial Report (IFRs) Templates:

INTERIM FINANCIAL REPORT USER GUIDE

Protection Password: 1234

Tips:

Provide information in cells highlighted with this color

Text in blue: Provide period for the reporting statement

The cells containing sums and analysis shall be updated automatically.

Cash Forecast:

Provide project information in the highlighted Cells of the Sheet. The "Descriptions" of Categories and Components in this sheet are linked with other sheets. Once provided in this statement will automatically update the "Descriptions in all other statements.

Provide funds forecast for the subsequent two quarters along with anticipated direct payments, in line with approved AWPB for current year. In case the Cash Forecast for subsequent two quarters include fourth quarter of the approved AWPB and the first quarter of the subsequent year (for which the approval of AWPB is awaited), provide forecast of the fourth quarter of approved AWPB in "**Next Reporting Quarter**" column and forecast of the first quarter as per the draft AWPB of subsequent financial year in "**Following Reporting Quarter**". Once the AWPB of the subsequent year is approved, the information is to be aligned as per the approved AWPB in subsequent WA.

Summary of Sources and Uses of Funds-DA Account:

Provide actual data in cells highlighted with this color.

It should only include the information related to the receipts and payments from DA only.

Designated Account Activity:

Provide required information in the cells highlighted with this color. Information in the other cells is linked with relevant statements/formulas and it shall be updated automatically.

Relevant necessary instruction are provided in the last column for compliance.

"WA Submitted but not yet credited"; to include any pending WA that was submitted in ICP but was not credited to DA as of the relevant application date

"WA received after the end of the quarter (for emergency advances only)"; this line to be filled when project is submitting an emergency advance. It must include any WA received after the end of the directly preceding quarter.

Variance Analysis - Reporting Quarter:

Provide information in cells highlighted with this color.

Provide forecasted figures in the "**Planned**" column for the reporting quarter. The Planned figures for the Quarter are to be aligned with "Cash Forecast" of the respective quarter submitted in last WA.

Provide figures for any Direct Payments or Reimbursements in "**Direct Payments/ Reimbursements**" column that were made directly by IFAD to any other account during the reporting quarter.

The Columns for actual data are linked with relevant columns for actual figures in "Summary of Sources and Uses of Funds" statement and shall be updated automatically.

The formulas for variances are incorporated in "**Variance**" columns and the information shall be updated automatically.

Variance Analysis - Financial Year:

Provide information in cells highlighted with this color.

Provide approved AWPB figures in the "**Planned**" column for the respective year.

Provide year to-date figures for any Direct Payments or Reimbursements in "**Direct Payments/ Reimbursements**" column which were made directly by IFAD to any other account during the year.

The Columns for actual data are linked with relevant columns for actual figures in "Summary of Sources and Uses of Funds" statement.

The Columns for Cash Forecast are linked with relevant columns of "Cash Forecast" statement.

The formulas for calculating "**Balance**", "**Variance**" and "**Performance**" are incorporated in relevant columns and the information shall be updated automatically.

Variance Analysis - Cumulative:

Provide information in cells highlighted with this color.

Provide overall project allocations as per Project Design/Revisions (if any) in the "**Planned**" column.

Provide cumulative since inception to-date figures for any Direct Payments or Reimbursements in "Direct Payments/ Reimbursements" column which were made directly by IFAD to any other account since the inception of the Project.

The Columns for actual data are linked with relevant columns for actual figures in "Summary of Sources and Uses of Funds" statement.

The formulas for calculating "**Balance**" and "**Performance**" are incorporated in relevant columns and the information shall be updated automatically.

Report I: Cash Forecast for Next 2 Quarters

Project Name:

Finance Instruments Numbers

For the Period:

Starting Date

To

End Date

Disbursement Category	Ref	IFAD Loan		
		Next Reporting Quarter	Following Reporting Quarter	Total for 2 Subsequent Quarters
		A	B	C
Forecast by Category:		DA Denominated Currency		
1 Category 1 (As per the FA)	I	-	-	-
2 Category 2 (As per the FA)		-	-	-
3 Category 3 (As per the FA)		-	-	-
4 Category 4 (As per the FA)		-	-	-
5 Category 5 (As per the FA)		-	-	-
Total		-	-	-
Forecast by Component:				
1 Component 1 (As per the FA)	II	-	-	-
2 Component 2 (As per the FA)		-	-	-
3 Component 3 (As per the FA)		-	-	-
Total (must be equal to I)		-	-	-
Total Cash Forecast Expenditure	III	-	-	-
Less: Planned Direct Payments/Reimburse	IV	-	-	-
Net projected expenditure from DA	V=III-IV			-

Authorized Signatory

Name
Designation
Organization/Project

Report II: Summary of Sources and Uses of Funds - DA Account

Project Name:
Finance Instruments Numbers
For the Period:

Starting Date

TO

End Date

Description	REF	IFAD Loan		
		Quarter	Year To-Date	Inception To-Date
		A	B	C
		DA Denominated Currency		
Sources of Funds:				
DA Opening Balances		-	-	-
Operating account opening balance		-	-	-
Petty cash opening balance		-	-	-
Funds received		-	-	-
Total Cash Available	I	-	-	-
Uses of Funds by Category:				
		<i>Actual for Qtr</i>	<i>Actual for FY</i>	<i>Actual since inception</i>
1 Category 1 (As per the FA)		-	-	-
2 Category 2 (As per the FA)		-	-	-
3 Category 3 (As per the FA)		-	-	-
4 Category 4 (As per the FA)				
5 Category 5 (As per the FA)				
Total Funds Used by Categories	II	-	-	-
Uses of Funds by Component:				
1 Component 1 (As per the FA)		-	-	-
2 Component 2 (As per the FA)		-	-	-
3 Component 3 (As per the FA)		-	-	-
Total Funds Used by Component (must be equal to II)	III	-	-	-
Category not yet identified/adjustments/advance, if any	IV	-	-	-
Closing Cash Balances:	V=I-II-IV	-	-	-
Represented by:				
DA Closing Balance		-		
Operating account Closing Balance		-		
Petty cash Closing Balance		-		
Total Closing Balance (must equal V):	VI	-		

Authorized Signatory

Name
Designation
Organization/Project

Report III: Designated Account Activity Statement

Project Name:
Finance Instruments Numbers
For the Period:

[Starting Date](#)

[End Date](#)

PART I		
	IFAD Loan	Remarks
	DA Denominated Currency	
PART I (Advances and Expenditure)		
1. Cumulative Advances into the DA by IFAD to the end of Reporting Quarter	-	
2. Cumulative Expenditure justified by IFAD until the end of previous reporting Quarter	-	This should match with IFAD records. In case of any differences between project figures and justified figures as per IFAD records, it has to be explained in Line 11 below.
3. Outstanding Advances to be accounted for (Line 1 minus Line 2)	-	This should match with IFAD records.
PART II (DA Activity)		
4. DA balance at beginning of Reporting Quarter	-	
5. Advances by IFAD during the Quarter	-	
6. Add/Subtract - Cumulative Adjustments (if any)	-	If not zero, please provide explanation
7. Sub total of Advances and Adjustments (Line 5 plus Line 6)	-	
8. Outstanding Advances to be accounted for (Line 4 plus Line 7)	-	
9. DA balance at end of Quarter	-	
10. Expenditure incurred during the Reporting Quarter	-	
11. Add/Less - Adjustments (if any)	-	If not zero, please provide explanation
12. Total expenditure reported (net of adjustments) (Line 10 plus Line 11)	-	
13. Total Advance accounted for: Add Line 9 and Line 12	-	
14. Difference if any (Line 8 minus Line 13)	-	If not zero, please provide explanation
PART III (CASH FORECASTS)		
15. Total Forecasted amount for subsequent 2 Quarters	-	
16. Planned Direct Payments, Reimbursements, if any	-	
17. Net Forecasted Expenditures from Designated Account (Line 15 less Line 16)	-	
18. Closing DA balance at the end of reporting Quarter after adjustments	-	
19. WA Submitted but not yet credited	-	
20. WA received after the end of the quarter (for emergency advances only)	-	Only to be filled in case of emergency advances
21. Replenishment Requirement for Subsequent 2 Reporting Quarters (Line 17 minus Line 18 to 20)	-	
PART IV (SUMMARY OF WITHDRAWAL APPLICATION)		
22. Amounts to be justified against the expenditure incurred during current quarter	-	This amount is to be submitted as justification through the "WA for justification" <i>*this line could be not considered for emergency advances applications</i>
23. DA Additional Advance - Cash requirement for Subsequent 2 Reporting Quarters, if required.*	-	This amount is to be submitted through a separate "WA for advance" to request this additional advance

Explanation for Line 6 (if not zero):

FMR & AW Ref.

Explanation for Line 11 (if not zero):

FMR & AW Ref.

Explanation for item 14 (if not zero):

FMR & AW Ref.

Explanation for item 19 (if not zero):

FMR & AW Ref.

Authorized Signatory

Name
Designation
Organization/Project

Report IV: Variance Analysis of Use of Funds by Quarter

Project Name:

Finance Instruments Numbers

For the Period:

Starting Date

TO

End Date

	IFAD Loan				
	Planned	Actual Expenditure from DA	Direct Payment/ Reimbursements	Variance*	
	A	B	C	D	E
	Ref: AWP/ Forecast	Actual for the Quarter	Actual for the Quarter	A-B-C	D/A
	DA Denominated Currency				%age
Expenditure by Categories:					
1 Category 1 (As per the FA)	-	-	-		
2 Category 2 (As per the FA)	-	-	-		
3 Category 3 (As per the FA)	-	-	-		
4 Category 4 (As per the FA)	-	-	-		
5 Category 5 (As per the FA)	-	-	-		
TOTAL I	-	-	-		
Expenditure by Components:					
1 Component 1 (As per the FA)	-	-	-		
2 Component 2 (As per the FA)	-	-	-		
3 Component 3 (As per the FA)	-	-	-		
TOTAL II (must be equal to I)	-	-	-		

* Note: Provide reasons if the quarterly variances are equal to or more than 10%

Authorized Signatory

Name

Designation

Organization/Project

Report V: Variance Analysis of Use of Funds - FY

Project Name:

Finance Instruments Numbers

For the Period:

FY Start Date

To

End Date

	IFAD Loan						
	Planned	Actual Expenditure from DA	Direct Payment/ Reimbursements	Balance	Forecast	Variance*	
	A	B	C	D=A-B-C	E	F=D-E	G=(B+C)/A
	Ref: AWP/ Forecast	Actual Cumulative year to date	Actual Cumulative year to date	AWPB Available Balance	Cash Forecast for next 2 quarters	Variance b/w AWPB Balance and Cash Forecast	Actual Progress against AWPB
DA Denominated Currency							%age
Expenditure by Categories:							
1 Category 1 (As per the FA)	-	-	-	-	-	-	-
2 Category 2 (As per the FA)	-	-	-	-	-	-	-
3 Category 3 (As per the FA)	-	-	-	-	-	-	-
4 Category 4 (As per the FA)	-	-	-	-	-	-	-
5 Category 5 (As per the FA)	-	-	-	-	-	-	-
TOTAL I	-	-	-	-	-	-	-
Expenditure by Components:							
1 Component 1 (As per the FA)	-	-	-	-	-	-	-
2 Component 2 (As per the FA)	-	-	-	-	-	-	-
3 Component 3 (As per the FA)	-	-	-	-	-	-	-
TOTAL II (must be equal to I)	-	-	-	-	-	-	-

* Note: Provide reasons if the Cash Forecast is over and above AWPB Balance (i.e. the Forecast includes the Quarter 1 of the Subsequent AWPB)

Authorized Signatory

Name
Designation
Organization/Project

Report VI: Variance Analysis of Use of Funds - Cumulative

Project Name:

Finance Instruments Numbers

For the Period:

Since Inception

TO

End Date

	IFAD Loan				
	Planned	Actual Expenditure from DA	Direct Payment/ Reimbursements	Progress	
	A	B	C	D	E
	As per Project Design	Actual Cumulative to date	Actual Cumulative to date	A-B-C	D/A
	DA Denominated Currency				%age
Expenditure by Categories:					
1 Category 1 (As per the FA)	-	-	-		
2 Category 2 (As per the FA)	-	-	-		
3 Category 3 (As per the FA)	-	-	-		
4 Category 4 (As per the FA)	-	-	-		
5 Category 5 (As per the FA)	-	-	-		
TOTAL I	-	-	-		
Expenditure by Components:					
1 Component 1 (As per the FA)	-	-	-		
2 Component 2 (As per the FA)	-	-	-		
3 Component 3 (As per the FA)	-	-	-		
TOTAL II (must be equal to I)	-	-	-		

Authorized Signatory

Name

Designation

Organization/Project

TOOL 5: In-Kind Contribution Matrix / Reporting Templates (Illustrative)

CONTRIBUTION IN KIND DETAILED REPORT (illustrative example)

Bi-Annual Cost Share Report as of: mm/dd/yyyy

PROJECT:
 AGREEMENT NUMBER: enter contract number
 AGREEMENT START DATE: mm/dd/yyyy
 Source of In Kind Contribution: <Government >
 Sub-Award Ceiling: \$ -
 Current Beneficiary Obligation: \$ -
 Currency Conversion Rate: 0.00

AGREEMENT END DATE: mm/dd/yyyy

	Type of Cost Share	Calculation Method (Refer to IFAD In-Kind Contribution Technical Notes)	Date(s) Incurred mm/dd/yyyy	Unit Cost (If applicable)			Current Quarter In Kind Contribution			Type of Supporting Documentation*	Previously Reported In Kind Contribution Total (USD)	Total In Kind Contribution to be reported
				Unit Cost	Unit	# Units	Total In Kind Contribution Amount	Conversion Rate	Total In Kind Contribution Amount			
	Describe In Kind contribution item for each type in Blue rows			(local currency)			(local currency)		(USD)	REQUIRED		01/00/00
1	Employee's Salaries (Seconded Staff) (Insert rows and itemize as needed) (Insert rows and itemize as needed)			-	-	-	-	-	\$ -			
	Total Volunteer			-	-	-	-	-	\$ -		\$ -	\$ -
2	Tax Exemption (Insert rows and itemize as needed) (Insert rows and itemize as needed)			-	-	-	-	-	\$ -			
	Total Travel			-	-	-	-	-	\$ -		\$ -	\$ -
3	Office Space, if any (Insert rows and itemize as needed) (Insert rows and itemize as needed)			-	-	-	-	-	\$ -			
	Total Office Rent			-	-	-	-	-	\$ -		\$ -	\$ -
4	Office Supplies, if any (Insert rows and itemize as needed) (Insert rows and itemize as needed)			-	-	-	-	-	\$ -			
	Total Office Supplies			-	-	-	-	-	\$ -		\$ -	\$ -
5	Office Equipment, if any (Insert rows and itemize as needed) (Insert rows and itemize as needed)			-	-	-	-	-	\$ -			
	Total Office Equipment			-	-	-	-	-	\$ -		\$ -	\$ -
15	Others - Please Add (Insert rows and itemize as needed) (Insert rows and itemize as needed)			-	-	-	-	-	\$ -			
	Total Others			-	-	-	-	-	\$ -		\$ -	\$ -
	Total								\$ -		\$ -	\$ -

*Supporting documentation will be provided along with other financial supporting documentation.

As an authorized representative of the organization listed below, I hereby certify that the contributed amounts contained in this report have been incurred and recorded in the organization's established accounting system; are not included as contributions for any other project or program; are necessary and reasonable for proper and efficient accomplishment of the project or program objectives; are allowable under all applicable cost-principles; are provided for in the approved budget; and conform to the other provisions.

Authorized Representative Name
 <Government >

Authorized Representative Signature
 <Government >

Date

CONTRIBUTION IN KIND DETAILED REPORT (illustrative example)												
Bi-Annual Cost Share Report as of:		mm/dd/yyyy										
PROJECT:												
AGREEMENT NUMBER:		enter contract number										
AGREEMENT START DATE:		mm/dd/yyyy		AGREEMENT END DATE:		mm/dd/yyyy						
Source of In Kind Contribution:		<beneficiary >										
Sub-Award Ceiling:		\$ -										
Current Beneficiary Obligation:		\$ -										
Currency Conversion Rate:		0.00										
				Unit Cost (If applicable)			Current Quarter In Kind Contribution					
Type of Cost Share		Calculation Method (Refer to IFAD In-Kind Contribution Technical Notes)	Date(s) Incurred	Unit Cost	Unit	# Units	Total In Kind Contribution Amount	Conversion Rate	Total In Kind Contribution Amount	Type of Supporting Documentation*	Previously Reported In Kind Contribution Total (USD)	Total In Kind Contribution to be reported
Describe In Kind contribution item for each type in Blue rows			mm/dd/yyyy	(local currency)			(local currency)		(USD)	REQUIRED		01/00/00
1 Labour/Donated Time												
(Insert rows and itemize as needed)				-	-	-	-	-	\$ -			
(Insert rows and itemize as needed)				-	-	-	-	-	\$ -			
Total Labour									\$ -		\$ -	\$ -
2 Plot of Land												
(Insert rows and itemize as needed)				-	-	-	-	-	\$ -			
(Insert rows and itemize as needed)				-	-	-	-	-	\$ -			
Total Plot of Land									\$ -		\$ -	\$ -
3 Agriculture Products												
(Insert rows and itemize as needed)				-	-	-	-	-	\$ -			
(Insert rows and itemize as needed)				-	-	-	-	-	\$ -			
Total Agriculture Product									\$ -		\$ -	\$ -
4 Construction Materials												
(Insert rows and itemize as needed)				-	-	-	-	-	\$ -			
(Insert rows and itemize as needed)				-	-	-	-	-	\$ -			
Total Construction Materials									\$ -		\$ -	\$ -
15 Others - Please add												
(Insert rows and itemize as needed)				-	-	-	-	-	\$ -			
(Insert rows and itemize as needed)				-	-	-	-	-	\$ -			
Total Others									\$ -		\$ -	\$ -
Total									\$ -		\$ -	\$ -
*Supporting documentation will be provided along with other financial supporting documentation.												
As an authorized representative of the organization listed below, I hereby certify that the contributed amounts contained in this report have been incurred and recorded in the organization's established accounting system; are not included as contributions for any other project or program; are necessary and reasonable for proper and efficient accomplishment of the project or program objectives; are allowable under all applicable cost-principles; are provided for in the approved budget; and conform to the other provisions.												
Authorized Representative Name						Authorized Representative Signature				Date		

TOOL 6: Other Reporting Templates

Action tracker (supplementary) – To be submitted quarterly with quarterly Interim Financial Reports

Financial statements for For the period ending Action tracker					
ACTION TRACKER					
#	Audit or IFAD Recommendation?	Requirements/recommendations/actions	Responsible person	Current status	Deadline

Appendix 1 – To be prepared during IFAD Missions (Illustrative)

Financial: actual financial performance by financier; by component and disbursements by category

Table 1: Financial performance by financier (USD '000)

Financier	Appraisal	Disbursements	Percent disbursed
IFAD Loan			
Beneficiaries			
Government			
Total			

Table 2: Financial performance by financier by component (USD '000)

	IFAD Loan			IFAD Loan 2			Beneficiaries			Government			Total		
Component	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%

Table 3: IFAD Loan disbursements (USD, as at [Insert date: dd-m-yy])

Category	Category description	Original Allocation	Revised Allocation	Disbursement	W/A pending	Balance	Per cent disbursed
I							
II							
III							
	Initial deposit						
	Total						

TOOL 7: Vehicle Logbook

Period:

Driver:

Vehicle type:

Starting Speedometer reading _____ as at _____

Date	Time		Name	Trip purpose	Mileage, km		Signature	
	from	to			post	prior	Passenger	Driver

Starting Speedometer reading _____ as at _____

TOOL 8: Vehicle Maintenance Log

Vehicle registration number _____

Assigned driver _____

Date	Repairs			Service & maintenance			Insurance			Fitness tests	
	Description of repair	Garage	Cost	Description of service	Garage	Cost	Type	Period covered	Cost	Checked by	Cost

Report accidents in the space below, providing all relevant details for each occurrence:

Date: Place: Name of the Driver: Circumstances: Damage to Project Vehicle: Damage to other Vehicles: Injuries (indicate name of victims and describe injuries): Insurance Settlement:

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex: Go A Bram Letter

Mission Dates: 12/08/2024 30/08/2024

Document Date: 16/04/2025

Project No. 2000003951

Report No. 7128-AO

East and Southern Africa Division
Programme Management Department



REPÚBLICA DE ANGOLA

Ministério do Planeamento
Gabinete do Ministro

Country Director International Fund for
Agricultural Development
Condomínio Rosalinda, Edifício da
ONU, 4 Andar
Custodio Mucavele

YOUR/ REFERENCE

DATE

OUR/ REFERENCE

2025-04-09

180/GAB.MINPLAN/2025

SUBJECT: Request for PBAS and BRAM Resources to Support the Agricultural and Fisheries Sector in Angola

Dear Mr. Custodio,

We are excited to share some significant updates on the importance of the agriculture sector in Angola. This sector are not only vital to our economy but also crucial for the livelihoods of our people.

Agriculture contributes approximately 14.92% to our GDP as of 2023, with two-thirds of our population relying on it for food, income, and employment. Our government, in collaboration with international organizations, is dedicated to enhancing rural and agricultural development, creating job opportunities, and empowering women.

To accelerate the transformation of our agricultural sector and bolster food security, we are seeking resources of at least US\$50 million from BRAM. This funding will complement the PBAS allocation to finance the Sustainable Development for Subsistence Family Farmers Program (PRODESA) over the next 5 to 11 years. PRODESA is a US\$132 million project designed for the eastern part of Angola, including the provinces of Cuando Cubango, Bié, Moxico, Lunda Sul, and Lunda Norte. PRODESA focuses on food security by building resilient agricultural systems through community mobilization, technical training, and support for the San people. It aims to enhance market access by strengthening supply chains and investing in infrastructure such as irrigation, roads, and bridges. Additionally, PRODESA emphasizes institutional strengthening and policy support to ensure sustainable development and long-term impact.



REPÚBLICA DE ANGOLA

Ministério do Planeamento
Gabinete do Ministro

PRODESA budget by expenditure category

Expenditure Category	Total Budget (USD million)	Total Budget (% of each category)	IFAD Budget (USD million)	GoA Budget (USD million)	Beneficiary Budget (USD million)	IFAD Budget (% of each category)	GoA Budget (% of each category)	Beneficiary Budget (% of each category)	IFAD Budget (% of total budget)	GoA Budget (% of total budget)	Beneficiary Budget (% of total budget)
Hard infrastructure	21,0	29%	17,4	3,6	0,2	27%	40%	100%	83%	17%	1%
Works	13,6	19%	11,1	2,5	-	17%	28%	0%	82%	18%	0%
Goods	4,1	6%	3,5	0,5	0,2	6%	6%	100%	86%	12%	5%
Grants	3,3	5%	2,7	0,6	-	4%	7%	0%	81%	18%	0%
Consultancies	29,4	40%	27,5	1,8	-	43%	20%	0%	93%	6%	0%
Farmer field schools	13,0	18%	12,2	0,8	-	19%	9%	0%	93%	6%	0%
Business development services	9,4	13%	8,8	0,6	-	14%	7%	0%	94%	6%	0%
Other technical assistance	6,9	10%	6,5	0,4	0,0	10%	4%	0%	94%	6%	0%
Other goods, services and inputs	6,7	9%	6,3	0,4	-	10%	4%	0%	94%	6%	0%
Vehicles and equipment	1,6	2%	0,7	0,9	-	1%	10%	0%	47%	57%	0%
Training and workshops	5,0	7%	5,0	-	-	8%	0%	0%	100%	0%	0%
Project management-recurrent costs	9,3	12,8%	7,0	2,3	0,0	10,9%	25,6%	0,0%	75%	25%	0%
Salaries and allowances	7,1	9,8%	6,6	0,5	-	10%	6%	0%	93%	7%	0%
Operating costs	2,2	3%	0,4	1,8	0,0	1%	20%	0%	16%	82%	0%
Total	73,0	100%	63,8	9,0	0,2	100%	100%	100%	87%	12%	0%

Columns to be read in this way:

Total budget (% of each category): 19% of the total budget will be spent on works, 40% on consultancies, etc.

IFAD Budget (% of each category): 27% of the IFAD budget will be spent on hard infrastructure, 43% on consultancies, etc.

IFAD Budget (% of total budget): IFAD will cover 83% of the total expenditure on hard infrastructure, 93% of the total expenditure on consultancies, etc. IFAD budget represents 87% of the total budget.

IFAD Budget includes the financing gap to be financed through BRAM

Apart from PRODESA, part of the funding will be used for rural commercialization to accelerate job creation in poor rural communities. This initiative will further support the economic empowerment of these communities by improving market access and creating sustainable livelihoods.

Thank you for considering our request. We look forward to your positive response and continued support for the development of Angola's agricultural and fisheries sectors.

With no other subject for the moment, accept the assurances of our high esteem and consideration.

OFFICE OF THE MINISTER OF PLANNING, Luanda, April, 09, 2025. -

THE MINISTER
Ministério do Planeamento
Gabinete do Ministro
Victor Hugo Guilherme

CC: Minister of Agriculture and Forest – Isaac Francisco Maria dos Anjos

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex: Annex 6a Stakeholder Engagement Plan And Grm Revised 28 01 25 Clean

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Programme Management Department



Republic of Angola

Ministry of Agriculture and Fisheries (MINAGRIF)

Institute for Agriculture Development (IDA)

Eastern Provinces Sustainable Agriculture Development and Livelihood Project (PRODESA)

**Stakeholder Engagement Plan (SEP)
Grievance Redress Mechanism (GRM)
Labor Management Plan (LMP)**

September 2024

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Acronyms

DNPAIA	National Directorate for Prevention and Environmental Impact Assessment
EDA	Agrarian Development Stations
ESCMF	Environmental, Social and Climate Management Framework
ESCMP	Environmental, Social and Climate Management Plan
FAO	Food and Agriculture Organization
FFS	Farmer Field School
FPIC	Free Prior and Informed Consent
FPIC	Free, Prior and Informed Consent
GBV-SEA	Gender Based Violence, Sexual Exploitation and Abuse
GoA	Government of Angola
GRM	Grievance Redress Mechanism
GRM	Grievance Redress Mechanism
I&APs	Interested & Affected Parties
IDA	Agrarian Development Institute
IDPs	Internally Displaced People
IDPs	Internally Displaced Persons
IFAD	International Fund for Agriculture Development
LMP	Labour Management Plan
M&E	Monitoring & Evaluation
M&E	Monitoring and Evaluation
MCTA	Ministry of Tourism and Culture-
MINAGRIF	Ministry of Agriculture and Fisheries
MINAMB	Ministry of Environment
MINDCOM	Ministry of Industry and Commerce -
MINEA	Ministry of Energy and Water
MSMEs	Micro, Small and medium Enterprises
NGOs	Non-Governmental Organisations
PAPs	Project-affected parties
PMU	Project Management Unit
PPSCs	Provincial Project Steering Committees
PRODESA	Eastern Provinces Sustainable Agriculture Development and Livelihood Project
PSC	Project Steering Committee
PwD	People with Disabilities
SECAP	Social, Environmental and Climate Assessment Procedures
SEP	Stakeholder Engagement Plan
TAA	Targeted Adaptation Assessment
VDGs	Vulnerable or Disadvantaged Groups

Introduction

This document is a Stakeholder Engagement Plan (SEP) for the Eastern Provinces Sustainable Agriculture Development and Livelihood Project (PRODESA). Included in the Sep is a detailed Grievance Redress mechanism to be applied as and when necessary to address any disputes that may arise during the project. The stakeholder engagement will be integrated into project's environmental, social and climate management performance and project design and implementation. The adequacy of the engagement methods shall be part of the Monitoring & Evaluation (M&E) part of the project to be regularly conducted. Outcomes of the M&E will shape and adapt the engagement activities as relevant.

1.1 Project Overview

The project goal is to contribute to the reduction of multidimensional poverty among the rural population in southern and eastern Angola. The Project Development Objective (PDO) is to 'Improve the nutrition and incomes of family farmers and ethnic minority groups in southern and eastern Angola, while increasing their resilience to climate change, commercialization of their products and other shocks and stressors'.

The expected project outcomes envisage beneficiaries to achieve a more diverse, resilient and increased agricultural production and productivity (Component 1), as well as develop an improved connectivity and access to markets (Component 2), as well as improve the regulatory and policy environment (Component 3) to enhance outcome 1 and 2.

The Project will address key food and nutrition security challenges, as well as market access barriers that currently affect agriculture-related livelihoods. The project will group beneficiaries into 'typologies' based on their diverse production systems, market participation, agricultural risks and opportunities and will deploy a participatory planning process to identify local challenges and priorities with regards to sustainable production and productivity as well as agribusiness development that would inform project implementation and a tailored approach to the investments on the ground.

Outcome 1 (Component 1) will be achieved through targeted interventions, such as mobilisation of communities to draw plans on production and collective economic activities (subcomponent 1.1), undertake technical trainings, using Farmer Field School (FFS) methodology to improve production outcomes, and adjust practices and behaviour in a way that remove barriers and challenges related to collective action, limited knowledge of modern production practices and nutrition (sub component 1.2).

Dedicated intervention will engage directly on the specific needs of the San community to preserve traditional hunter-gatherer lifestyles and diets (sub component 1.3) that will not only ensure food security and nutrition but also enhance natural resource conservation through seeking to establish a territory designated for the San community use.

Outcome 2 (Component 2) will be achieved through targeted interventions that build on those rolled-out under Component 1 by leveraging on the improved agricultural outputs and community organisation to take it a step further towards

business formalisation, access to credit and market engagement , which will entail business management and development support, as well as dedicated efforts to improve access to existing agri-finance mechanisms by creating a bankable pipeline of MSMEs and cooperatives (sub component 2.1). Strategic public investment in infrastructure will resolve local road access challenges by focusing on emerging agri-businesses/cooperatives that are emerging on the market and where such infrastructure will deliver an immediate and tangible result in terms of local economic growth.

Outcome 3 (Component 3) will be achieved by focusing policy dialogue and technical support on areas of primary concern such as natural resource and soil management support and minority rights of access and use of land for traditional hunting and gathering.

Geographical and Beneficiary Targeting

In agreement with GoA, PRODESA will cover the provinces of Cuando-Cubango, Moxico, Lunda Norte , Lunda Sul, and Bie. These five provinces were selected based on the following criteria: (a) incidence of poverty and level of vulnerability to food and nutritional insecurity; (b) impact of climate change (intensity of rainfall or severity of droughts in the area); (c) level of current investment (areas that are underserved by investment and where there is an urgent need to intervene to ensure the resilience of populations that have not benefited from sustainable development interventions in the recent past); and (d) the need to converge IFAD interventions where they will have a significant impact on the populations most affected by climate hazards, as well as the opportunities for synergy with other ongoing or future interventions in the area.

The intervention area of the project covers 42 municipalities out of 164 in the country. These municipalities are characterised by: a) poverty rates ranging from 69.6% (Lunda Sul) to 95% (Moxico), vast areas with ecologies as diverse as they are varied, but with real potential for agricultural and livestock activities. The area has mostly traditional land-use models in the hands of small to medium-sized family farms. In addition to very small farmers organised in cooperatives who show some innovation in the application of agricultural practices learned through FFS (Bie case), there are other farmers who are very poorly organised and hunter-gatherers who have only been practising agriculture for 10 to 15 years.

Through family farms, organised or not, PRODESA mainly targets poor smallholder, agro-pastoralist and pastoralist households that are economically and socially vulnerable, especially those in a situation of food and nutritional insecurity, most of whom grow subsistence crops. A total of 1,068,582 people in 222,621 households will be reached, representing 60% of the total population of the project area, estimated at 1,780,969 people. Through specific targeting strategies, the project will reach 50% women and 30% young people (18-35 years). The project will also pay special attention to marginalised groups (people with disabilities, ex-combatants, and in particular the San and agro-pastoralist minority groups), who will represent 10% of the total direct beneficiaries.

In view of the dynamics observed on the ground, the direct beneficiaries of the project can be divided into three categories: C.1, C.2, C3.

- **C.1 - the most vulnerable.** These are mainly poor households that are food

and nutrition insecure and have little or no access to land, water and other assets. This target group category includes: (1) very poor farming families without livestock, dependent on rain-fed subsistence agriculture, whose non-irrigated or very poorly irrigated farms do not exceed 3 ha with very marginal production yields; (2) very small-scale agro-pastoralists or pastoralists engaged in subsistence livestock activities or with very small livestock and transhumant pastoralism; (3) youth (both male and female), landless heads of households who are used as labourers on other farms and have very few means of subsistence; and (4) the most vulnerable and marginalised (very poor) - minority groups, ex-combatants, people with disabilities, albinos, unmarried mothers, victims of various forms of violence, including gender-based violence, the elderly suffering from malnutrition and/or undernutrition, etc. These target groups share structural vulnerability, low social integration and lack of socio-economic opportunities.

- **Category C2 - micro and small farmers with low productivity and low value added.** This category includes producers, agro-pastoralists and pastoralists with easier access to land and other assets to increase production potential. Priority is given to youth (2) poor women heads of households. Target groups in this category have very limited economic opportunities, making their livelihoods highly vulnerable.
- **Category C.3 - local actors who can be described as cooperatives and micro and small enterprises (MSMEs).** They are mostly informal and established by men and women who are or want to be involved in market supply chains at different levels of production, agro-logistics³, supply of inputs, processing, aggregation and marketing. This category also includes youth who need vocational training and business coaching.

Implementation Arrangements

The Ministry of Agriculture and Fisheries (MINAGRIF) will be the lead implementing agency and IDA will have the responsibility of overseeing the project's implementation. IDA will delegate the day-to-day coordination/management of the project to a Project Management Unit (PMU) that will be established. A Project Steering Committee (PSC) will be established to provide the oversight function. The PSC will be chaired by the Minister of Agriculture or the Secretary of State for Agriculture and Livestock and composed of members from institutions with direct relevance to the achievement of PRODESA objectives (such as Ministry of Energy and Water - MINEA, Ministry of Environment - MINAMB, Ministry of Tourism and Culture- MCTA, Ministry of Industry and Commerce - MINDCOM).

At the provincial level, there will be PMUs to help coordinate/manage project activities at those levels. Provincial Project Steering Committees (PPSCs) will be established; their composition and tasks will reflect those of the PCC. The composition of staff at the national and provincial PMUs will be determined during the detailed design.

1.2 Legal and Policy and Regulatory Framework

Angola's legal framework for stakeholder engagement is primarily rooted in its Constitution and various sectoral laws:

- Constitution of the Republic of Angola (2010) outlines the principles of participatory governance and the right to citizens' participation in decision-making processes.
- Law on the Environment emphasizes the importance of public participation in environmental impact assessments and decision-making processes.
- Law on the Right to Information guarantees the right of citizens to access information from public institutions, facilitating informed participation in decision-making processes.

In addition to these overarching laws, specific regulations have been established for particular sectors, which mandate stakeholder engagement in various aspects of project planning, development, and implementation. These regulations typically outline procedures for public consultations for all major development projects, detailed stakeholder mapping, information disclosure, protection of vulnerable groups and grievance redress mechanisms.

1.3 Gaps in the National Legislative framework

While Angola's legal and policy framework recognizes the importance of stakeholder engagement, implementation challenges persist. Key challenges include:

- Limited capacity and resources for effective engagement: Inadequate funding, expertise, and infrastructure can hinder the effective implementation of stakeholder engagement policies.
- Lack of awareness and understanding of rights: Limited awareness among communities about their rights and opportunities to participate in decision-making processes can create barriers to effective engagement.
- Transparency and accountability: Ensuring transparency and accountability in the engagement process is essential for building trust and ensuring participation is genuine.

Despite these challenges, there are significant opportunities for improvement. Investing in capacity building, promoting awareness campaigns, and establishing robust mechanisms for transparency and accountability can contribute to a more effective and inclusive stakeholder engagement framework. The Government of Angola can foster a more participatory governance environment by embracing these opportunities. This would strengthen the country's commitment to sustainable development, promote social cohesion, and enhance the effectiveness of public policies.

1.4 IFAD Policy on Stakeholder Engagement

IFAD policy on stakeholder engagement requires the borrower to establish procedures for external/internal communications on environmental and social matters proportionate to the risks and impacts of the projects or subprojects, and their overall risk profile in line with their public disclosure policies and proprietary rights. In addition, several IFAD policies and the Social, Environmental and Climate Assessment Procedures (SECAP) require that Free, Prior and Informed Consent (FPIC) be sought during the design and implementation of the projects it funds. FPIC empowers local communities to give or withhold their consent to

proposed projects that may affect their rights, access to land and resources, and livelihoods. FPIC also ensures that beneficiaries and institutions endorsed by communities participate in project-related decision making.

1.5 Stakeholder Principles / Best Practices

The project stakeholder engagement plan, following IFAD and National stakeholder engagement policies and guidelines, encourages adherence to the following guiding principles and/or best practices:

- a. Promoting an inclusive and diverse stakeholder engagement with a tailored approach for constructive, responsive, accountable, and transparent stakeholder engagement.
- b. Engaging stakeholders early on (in the designing stage) and throughout project implementation for ensuring fair, balanced, and inclusive participation in project governance and operation
- c. Ensuring clear and transparent communication with relevant stakeholders.
- d. Ensuring project's commitment for effective and meaningful stakeholder engagement by allocating sufficient budgetary resources.
- e. Respect for socio-cultural values and ethics of diverse stakeholder as one of the core principles of the engagement approach for ensuring effective participation and better results.
- f. Developing skills and capacities of the stakeholders through project activities for sustaining the project initiatives and results.
- g. Adapting collaborative approaches for safeguarding interests and concerns of all the stakeholders.

Purpose of the Stakeholder Engagement Plan

The purpose of the SEP is to ensure that a consistent, comprehensive and coordinated approach is taken to stakeholder engagement and project disclosure throughout the project. It is further intended to demonstrate the project's commitment, to an 'international best practice' approach to engagement. This SEP aims to ensure that stakeholder engagement is conducted based on timely, relevant, and accessible information. In this way, the SEP seeks to ensure that stakeholders are given sufficient opportunity to voice their opinions and concerns, and that these concerns influence project decisions. Specifically, the SEP

- Provides the approach to stakeholder engagement, showing how this will be integrated throughout the project
- Identifies the main categories of stakeholders and their role in the project
- Identifies the ways to stakeholder engagement undertaken throughout the project.

2.1 Objectives of Effective Stakeholder Engagement

The primary objectives of stakeholder engagement, a process to engage with the people or institutions that could be impacted by (or influence on) the project goal realizations, are outlined below:

- a. Integrating concerns, needs, and interests of key stakeholders for ensuring effective and efficient project planning and implementation for better outcome.
- b. Ensuring local ownership and participation of marginalized groups including women, youth, ethnic minorities (Indigenous People) and other vulnerable groups, in the project design and implementation for benefitting local community.
- c. Collaboration with diverse key stakeholders for increasing adaptability, sustainability, and replicability of the project results.
- d. Reducing probability of any negative impact of the project on local community, their institutions or environment by incorporating views of local stakeholders in project design and implementation.

Stakeholder Engagement Activities Undertaken

The preparation and the design of the project involved extensive stakeholder consultation as required as per national and IFAD policy and more so for project buy-in and sustainability. A series of stakeholder engagement activities were completed during the project preparation phase, some extending back to July, 2022 when the project concept was first being formulated.

The project design team interacted throughout the design stage with various relevant national, provincial and municipality and commune officials and agencies under the leadership of Ministry of Agriculture and Forestry MINAGRIF and IDA. Consultations kicked off with a meeting with the Secretary of State of Agriculture and concluded with a meeting with the Director of IDA.

The Mission met and consulted with other development partners who included: a) Food and Agriculture Organisation (FAO) of the United Nations; b) World Food Programme (WFP); c) United Nations Development Programme (UNDP); d) the African Development Bank (AfDB); e) the World Bank; f) the European Union (EU); g) France Development Agency (AFD); and h) United Nations International Children's Emergency Fund (UNICEF).

Municipalities visited

Province	Municipalities
Moxico	Municipality of Luchazes, Municipality of Bundas, Municipality of Alto Zambeze and, eventually, of Lucusse
Cuando Cubango	Municipality of Cuito Cuanavale, Municipality of Cuangar and Municipality of Calai
Bié	Municipalities of Tchitembo, Municipality of Cunhinga, Municipality of Chinguar and Municipality of Cuio
Lunda Sul	Municipalities of Dala, Muconda and Cacolo

Men, women and youth among other community groups were consulted List of people and institutions met is provided as Annex 2 of this Plan.

During the engagement process, a stakeholder analysis was performed to identify key stakeholders at the national and local levels, assess their interests in the

project, capacity and training needs, as well as defining their roles and responsibilities for project implementation. As a result of this effort, a Stakeholder Engagement Plan for the project was developed where the roles and responsibilities of the main participants in the Project are clearly identified.

The Project Design Team was able to note key recommendations from stakeholders and were able to incorporate these insights into the proposed project design with a focus on increasing sustainability and climate resilience of fishery value chains.

Stakeholders Identification and Analysis

4.1 Identifying Stakeholders

To develop an effective SEP, it is necessary to determine who the stakeholders are and understand their needs and expectations for engagement, and their priorities and objectives in relation to PRODESA project. This information is then used to tailor engagement mechanism for each type of stakeholder. As part of this process, it is particularly important to identify individuals and groups who may find it more difficult to participate and those who may be differentially or disproportionately affected by the project because of their marginalised or vulnerable status.

4.2 Preliminary Stakeholder Identification

Stakeholders for the purpose of this Programme have been identified (Table 1) and will continue to be identified on a continuous basis by identifying those people and institutions that have an interest in the successful planning and execution of the project including *special interest groups*. These include:

- Directly and/or indirectly project-affected parties (PAPs) and
- Interested parties (Environmental protection authority, Social and labour regulatory authorities, Contractors, Media, Civil Society etc)
- Project Management (funding agencies, executing agencies and partners etc.)

The *affected group* comprises of fishery community which will benefit from the services offered by the project. A subset of this category are the vulnerable groups which are women, youth and People with Disabilities (PWD). A significant factor in achieving inclusiveness of the engagement process is safeguarding the participation of vulnerable individuals in public consultations and other engagement forums established by the project. Vulnerable groups are persons who may be disproportionately impacted or further disadvantaged by the project as compared with any other groups due to their vulnerable status, and that may require special engagement efforts to ensure their equal representation in the consultation and participation in the program. Attention needs to be given to differences within the segments of the same categories e.g. how female youths are affected more than male youths.

Engagement is directly proportional to impact and influence, and as the extent of impact of the project on a stakeholder group increases, or the extent of influence

of a particular stakeholder on the project increases, engagement with that stakeholder group should intensify and deepen in terms of the frequency and the intensity of the engagement method used.

4.3 Project Affected (Primary Stakeholders)

These are organisations, individuals, groups or local communities that may be affected by the project, positively or negatively and directly or indirectly especially those who are directly affected, including those who are disadvantaged or vulnerable. The primary stakeholders identified for this project and issues raised include the following follows:

Table 1: preliminary list of Identified Project Affected Parties

Primary Stakeholder	Engagement or Interest
Farmers	End beneficiaries of the project (with a particular focus on; - women and youth - Indigenous people - small-scale producers and processors - small and medium agricultural enterprises
MINAGRIF	Lead implementing Agency. Will represent the Government of the Republic of Angola, the custodian of the project through a dedicated national Project Management Unit (PMU) - Chairs the Project Steering Committee - Oversees IDA/EDA implementation function
PMU	The PMU under the Project Coordinator with a full complement of sector fiduciary and safeguards specialists will be responsible for coordinating project management, implementation and supervision, fiduciary and safeguarding environmental social and climate aspects and M&E.
Project Steering Committee	The Steering Committee composed of representatives of key project stakeholders (relevant ministries, private sector, and civil society) will be responsible for the strategic direction, operational oversight of project activities and implementation progress, communication, and overall good governance of the project. It will: (i) provide political and strategic guidance and facilitate inter-sector coordination for activities not directly under MINAGRIF (ii) propose the project Action Plan and budget for the PMU and review annual project reports and support problem resolution. NB:Final decision-making authority will rest with MINAGRIF
MINAMB	Responsible for coordination, preparation, implementation and monitoring of environmental policies, particularly in the areas of biodiversity, environmental technologies and the prevention and assessment of impacts as well as environmental education. Currently, responsibility for E(S)IA and

Ministry of Finance	Fund Holder, allocation of funds, adjusting project activities, or extending the project timeline as may be required.
National Directorate for Prevention and Environmental Impact Assessment (DNPAIA)	Environmental Licensing, reviewing, commenting and approving E(S)IA reports.
Ministry of Energy & Water (MINEA) Ministry of Culture & Tourism Ministry of Planning Ministry of Fisheries & Marine Resources Ministry of Social Action, Family, & Women's Promotion Ministry of Industry & Commerce Ministry of Youth & Sports Ministry of Public Works Ministry of Education Ministry of Public Works, Urbanism & Housing	Other Ministries and departments responsible for agriculture and food security, climate change, natural resources and environmental management at national, provincial, municipality and commune level. PRODESA will need to engage with relevant line ministries and directorates to inform project activities such as developing implementation approaches and establishing policies. PRODESA will conduct ongoing stakeholder analysis to further define the categories of the beneficiaries.
Agrarian Development Institute (IDA)	Overseeing the project's implementation at provincial level. Responsible for defining and implementing extension services to support small farmers through the Provincial Agriculture Offices and the Agrarian Development Stations (EDA). IDA will delegate the day-to-day coordination and management of the project to a Project Management Unit (PMU).
Agrarian Development Stations (EDA)	Responsible for providing extension services to support small farmers
Provincial Project Steering Committee (PPSC)	To be established in each participating province and chaired by the Provincial Governor. The PPSC composition will include the Provincial Director of Agriculture, Livestock and Fisheries Directorate, the Provincial IDA representative, Provincial Directorates, a representative of civil society or NGO, a representative of the private sector, at least two representatives of beneficiaries/producers' organizations, and any other representative deemed necessary in guiding project's effective implementation.

4.4 Interested Parties (Secondary Stakeholders)

These are broader stakeholders who may be able to influence the outcome of the project because of their mandate, relationship and knowledge about the affected communities or political influence. The identified secondary stakeholders for PRODESA project would include donors (FAO, World Bank, and potentially others), Non-governmental Organizations (NGOs), and financial institutions, research institutions, academia and the private sector. They would participate in central and provincial level strategic discussions, support activities under Component 1, 2 and 3, participate in public-private dialogue platforms and in research.

4.5 Disadvantaged or Vulnerable Individuals or Groups

Disadvantaged/vulnerable individuals and groups are also those who may not have a voice to express their concerns or understand the impacts of the Project and are sometimes excluded from engagement and /or project benefits. Within both project affected parties and other interested groups, it is the project responsibility to give special consideration to stakeholders that may be disadvantaged or vulnerable. The project will consider engagement approaches to ensure participation of those who represent the interests of vulnerable individuals or groups activities in policy development, studies, outcomes of technical assistance etc. Vulnerable groups include C.1 farmer households, agro-pastoralists, women (including female headed households), Internally Displaced Persons (IDPs), people living with disabilities and indigenous people. These groups may have distinct livelihoods activities and be more vulnerable to shocks within food systems, which need to be considered.

4.6 Continuous Stakeholder Identification

The above list is not exhaustive and as the project gets underway, the PMU should develop a detailed list, identifying emerging and all possible stakeholders, their specific information needs and the appropriate models of engagement as well as feedback mechanisms. The consultation process shall ensure that all those identified as stakeholders are conferred with. Active engagement of all stakeholders will facilitate a common understanding of the specific opportunities and constraints which can be the foundation for deeper harmonization and coordination of the various support services.

The project will ensure continuous stakeholder mapping and a more targeted selection of the stakeholders to engage throughout the process. Emphasis will be put on bringing on board stakeholders from both public and private sectors and incorporating them into the project governance structures (steering and technical committees) and will also be consulted during the various stages of the value chain processes specifically on marine ecosystem restoration and climate resilient fishery technology.

4.6 Stakeholder Needs

The above stakeholders will play an important role in the management and implementation of the project activities. The PMU and implementing partners will be responsible for the overall institutional structure. Table 1 below gives an example of a stakeholder needs assessment describing the key characteristics, specific needs and means of communication to be used with major stakeholders.

Table 2: Example of Stakeholder needs assessment

Community	Stakeholder Group	Key Characteristics	Language Requirements	Means of Communication	Specific Needs
Rural men and women	Members of the community that are not fluent	Approximately a quarter of the adult population from Angola	Use of local language	Community network, Radio, Meetings Visual posters	Meetings in the afternoon carried out with the community

	in Portuguese language	does not read or write, and many citizens only speak local languages			(the mornings are generally reserved for agricultural activities
The San community	Not fluent in Portuguese	Very distinct culture and language, often marginalized by society	Own local language	Culturally appropriate means of communication probably through a community interpreter and traditional leadership	Distinct cultural practices need to be identified

Stakeholder Engagement Plan

5.1 Purpose and Goals

The purpose and goals of the stakeholder engagement plan are summarized below.

- Adding value to project activities.
- Ensuring accessibility of information, by all stakeholders, to inform sense making processes.
- Encouraging adherence to values of transparency, trust, equity, and fairness.
- Promoting responsiveness to identified needs and the highest ethical standards and respects for differing priorities and values.
- Ensuring local ownership, including ethnic minority communities, and the creation of outputs that are relevant and of benefit to communities and organizations.
- Including different types of stakeholder groups in participation processes and benefit distribution, including but not limited to engagement, capacity building, employment, skills transfer, sharing of knowledge and the increase of cultural awareness.
- Developing mechanisms to manage conflicts in the public interest.
- Being flexible to adapt to changing circumstances.
- Fostering well-coordinated and planned implementation.
- Generating, and responding to, feedback.

5.2 Stakeholder Engagement Considerations

The following considerations should be made when planning for stakeholder engagement:

Resourcing Stakeholder Engagement: Stakeholder engagement requires resources as it takes time to develop and build trust-based relationships with stakeholders. Relationships with stakeholders should develop and grow, and that

these relationships should be sustained. Additional stakeholders might be identified that also want to be engaged. Some stakeholders will need to be educated about the concept of engagement itself, as well as on the complex issues requiring specialised and technical knowledge. These demands can increase the cost of consultation required to meet external expectations.

Managing expectations: Stakeholders can have unrealistically high expectations of benefits that may accrue to them from the Project and as such the engagement information must be clear on what they can and cannot do, establishing a clear understanding of their roles and responsibilities. The engagement processes should provide PMU with an opportunity to develop relationships with stakeholders and potential Programme partners.

Securing stakeholder participation: Cultural norms and values can prevent stakeholders from freely participating in meetings. Often there are conflicting demands within a community, and it can be challenging for the Project to identify stakeholders who are representative of common interests. There may be a need to employ local officers who are sensitive to local power dynamics e.g. an individual from certain community who is working at the district level or attached to the PMU but who understand the issues well.

Consultation fatigue: Stakeholders can easily tire of consultation processes especially when promises are unfulfilled, and their opinions and concerns are not taken into consideration. Often stakeholders feel their lives are not improving because of the Project and this can lead to consultation meetings being used as an area to voice complaints and grievances about the lack of development. Implementing Partners must not make promises to stakeholders; expectations should be managed through dissemination of accurate information. Opinions for stakeholders should be treated as feedback to the Project and other Programme partners and specialists.

5.3 Planning for Stakeholder Engagement

Prior to the commencement of stakeholder's engagement activities, meetings shall be scheduled with relevant traditional authorities, community representatives, political leaders, ministries and departments, media, and other Interested & Affected Parties (I&APs). The purpose of these meetings shall be to refine stakeholder's engagement strategy to meet the requirements of I&APs and ensure that future communication is effective and cognizant of all social sensitivities.

The PMU will establish an operational plan in line with proposed project activities to ensure the participation and engagement of the stakeholders, ensuring that each group gets involved as defined and receive the agreed information. The plan must ensure a balance in the involvement and benefits between different gender segments and the participation of vulnerable groups, ensuring that the project's objectives are met in terms of contributing towards wealth creation, and improve food and nutrition security among the rural population. Regular meetings will be scheduled with the representatives of the groups of actors involved in the project, for the revision of the plan, activity progress and necessary adjustments according to probable changes in the initial context during the execution of the Project.

5.4 Stakeholder Consultation Techniques/Methods

There are a variety of engagement techniques used to build relationships with stakeholders, gather information from stakeholders, consult with stakeholders, and disseminate project information to stakeholders. For the engagement process to be effective and meaningful, a range of techniques need to be applied that are specifically tailored to the identified stakeholder group. The format of every engagement activity should meet general requirements on accessibility, i.e., should be held at venues that are easily reachable and do not require long commute, entrance fee or preliminary access authorization, cultural appropriateness (i.e., with due respect to the local customs and norms), and inclusivity, i.e., engaging all segments of the project affected parties including the vulnerable individuals. If necessary, logistical assistance should be provided to enable participants from the remote areas, persons with limited physical abilities and those with insufficient financial or transportation means to attend public meetings scheduled by the project. Particular attention will be given to the vulnerable groups to ensure that they are not denied Programme benefits.

Amongst the engagement techniques that can be used are project's website and established communication channels such as Farmer Field Schools, use of media, agricultural shows, demonstrations, public meetings, emails and letters, print and electronic media, distribution of printed project documents, interviews, workshops, focus group meetings, surveys, communities of practice and independent evaluations. To ensure effective engagements, it is important to uphold the principles of; (i) openness and life-cycle approach, (ii) informed participation and feedback, and (iii) inclusiveness and sensitivity to stakeholders' needs. Special attention is given to vulnerable groups, in particular women, youth, elderly, indigenous peoples and diverse ethnic groups.

In the event of an emergency (e.g., floods or disease outbreak) however, there need to be a paradigm shift as to how engagement processes are carried out to minimize risk of infection and spread of the disease. There is need to do a cost-benefit analysis and strike a balance between virtually based communication channels and those that need physical interaction.

The key stakeholder's engagement activities to take place during the project preparation stage through implementation and closure are as follows;

Preparation Phase: The engagement will include a series of stakeholder meetings/workshops that will be hosted by MINAGRIF/IDA/EDA and IFAD team. The meetings will engage all the relevant identified affected and interested parties.

Implementation Phase: This phase will commence with an official project national launch inception workshop where key players under the project will be announced, and their roles highlighted. The inception workshop will provide an opportunity for stakeholders with the most updated information on the project, refine and confirm the work plan and results framework, and will establish a basis for further consultations as the project implementation phase commences. The launch is expected take place within three months of the project's effectiveness date. Provincial inception workshops will be held thereafter with the objective of elaborating roles and responsibilities and the budget and workplan.

The Steering Committee will meet at least twice a year, while the Technical Committee will meet every quarter.

Other meetings and workshops including mission support visits as well as general progress meetings will be organized as the need arises and stakeholders will be notified through written correspondences at least two to three weeks before the event.

In case of any stakeholder consultations meeting/workshops, either virtual or face-face, the PMU will strive to provide relevant information to stakeholders with enough advance notice (10-15 business days) so that the stakeholders have enough time to prepare and to provide meaningful feedback. The PMU will gather written and oral comments, review them and report back to stakeholders on how those comments were incorporated, and if not, provide the rationale for reasons for why they were not within 14 working days from the stakeholder consultation event.

5.5 Additional Engagement Methods

Other Engagement methods that the project will consider include the following.

Combination of semi-structured interviews and questionnaire surveys

To collect more information and to objectively understand stakeholders' situation and thinking, the project will employ both semi-structured interviews and questionnaire surveys at the beginning of project implementation.

Focused group discussions

Focused group discussions will be applied to collect information from targeted stakeholders or groups of people. During the implementation phase, the project will also consider focused group discussion to support monitoring and evaluation activities.

Participatory rural surveys

The project may conduct participatory rural surveys in the selected implementation areas to identify community members who have interests and the level of capacity they have. Then a study tour will be arranged to build trust and common understandings between the project, partners and the local community members.

Conservation Agreement

Conservation agreement is an approach to engage communities to conduct natural resources conservation (land, forests, water, soil) actions together with outsiders interventions. Conservation agreements might be reached and signed between FFSs, commune administration and the municipality. It is critical to conduct this process in a transparent manner with all partners in full understanding of the terms of engagement.

Stakeholder engagement platforms

The project will facilitate long-term stakeholder participation, with a special emphasis on the active participation of women, ethnic minorities, youth and other

vulnerable groups, and enhancement of multi-level and cross-sectoral coordination for achieving project objectives, outcomes and outputs.

Engagement with the civil society

The civil society has an important role with respect to introducing innovation to biodiversity conservation, promoting social inclusion, as well as advocating for policy reform and accountability from the government and private sector.

Civil society organizations will be engaged throughout the project, e.g., they will be invited to tender on project activities, such as delivering capacity building, community engagement, alternative livelihoods, knowledge management, gender mainstreaming, etc.

Gender mainstreaming and Social Inclusion

It is necessary to identify key opportunities and actions that the project will implement to ensure equitable participation by women, strengthen the representation of women in decision-making processes, and promote women empowerment.

Private sector engagement

Partnerships with private sector enterprises at national, provincial and local level will be explored during project implementation, as part of the interventions aimed at sustainable utilisation of marine resources, climate smart pre/post post-production technology and sustainable livelihood initiatives for local communities.

Below are some of the techniques that may be used to reach out and engage stakeholders as and when necessary.

1.5 Proposed Strategy for Consultation with Stakeholders

The Project will make consultations with all identified stakeholders with the aim of creating awareness, improving access to information and receiving/giving feedback on project implementation. Different channels of communication (e.g., emails, website, social media platforms, WhatsApp groups, etc.) will be used to ensure information flow between the project and its stakeholders. The documents that will be made public will include the ESCMF/ESCMP, Targeted Adaptation Assessment, Labour Management Plan, SEP, GRM and other necessary documents. To ensure feedback, PRODESA will provide means of soliciting comments from stakeholders.

The views of vulnerable or disadvantaged groups (VDGs) including the San Indigenous community will be sought before commencement of the project as well as during the project implementation. In depth analysis is required to fully understand who the vulnerable and disadvantaged groups are and what their issues are that relate to specific elements of the project. Their interests will be reflected in any policy and/or strategy document developed during the implementation of the project, through engagement of their representatives.

PRODESA will emphasise the need to engage with and consider the views of VDGs in all Terms of Reference either for consultancy services for policy assessments at the national level, policy and strategy development reports at the regional level and any other studies or assessments. All written comments on reports will be

sent by email to the stakeholders. After receiving stakeholders' comments the PMU will review and send them back within 14 working days. All oral comments during consultation meetings will be considered as an action item.

1.6 Proposed strategy to incorporate the vision of vulnerable groups

Vulnerable groups may include the elderly, people with disabilities, children, illiterate people, as well as traditionally disadvantaged local communities, such as the San in the South. These social groups often face barriers to participating in public consultation meetings and even if they do participate in community meetings, they may not understand the project impacts presented due to language barriers (or feel inhibited due to their status in the community) and are therefore not always able to freely express their concerns and interests about the project.

Vulnerable people need to be identified throughout the design and implementation of the project, so that their limitations (physical and mental) are mapped and appropriate measures are taken to ensure that they have equal opportunities to express their concerns and opinions about the project.

To address people's physical limitations, the project will provide transportation from homes to the consultation locations. In addition, meeting locations will be selected to ensure universal access for people with disabilities. The PMU will ensure that children, the elderly and the sick are well represented by their parents/family members.

Individualized meetings will be arranged, where possible, with vulnerable people to ensure that the benefits of the project also accrue to them. The Project will encourage vulnerable people to file complaints and will commit to providing timely responses to complainants. Vulnerable people will be informed in advance about the existing GRM so that they can access it whenever necessary.

The proposed strategy for consultations is presented below:

Table 3: Stakeholder Consultation Strategy

STAGE	OBJECTIVES	KEY ACTIVITIES	TARGET STAKEHOLDERS	RESP.
Preliminary Engagements	- To gain a preliminary understanding of the scope of the PRODESA project and relevant stakeholders (PDR, PIM and AWPB) - Review, development, approval of ESCMF/ESCMP, SEP, GRM, LMP, TAA, Annual Budget and Work Program	- Stakeholder identification process Email - meetings - Trainings for PMU	- Government Ministries and state departments - Provincial and district delegations - Communities - Local/traditional Leadership	- PMU - IDA/EDA
Project set up and launch	To meet key stakeholders and introduce them to the Project scope and rationale	- Press release - Project inception workshops - Project Management Offices / focal points	- Government Ministries and departments, Provincial and municipality designations - Communities, - Local Leadership	- PMU - IDA/EDA

STAGE	OBJECTIVES	KEY ACTIVITIES	TARGET STAKEHOLDERS	RESP.
	- Project coordination, roles and responsibilities and timelines - To disclose the Project documents in the public domain to all interested and affected stakeholders, - To gather issues of concern and through this identify a list of potential negative and positive impacts, - General information about the project, project justification, alternatives, regulatory context, baseline of the project area, list of negative and positive impacts, ESC principles and standards, studies to be carried out (ESIA/EIA etc) and documentation content	- Meetings with key stakeholders to facilitate the broader stakeholder's engagement process, - Dissemination of background information documents, posters, media notices etc.), - Consultations through training workshops with GRM focal points, and all other stakeholders - Feedback from stakeholders.	- Consultants, - Extension Officers - NGOs - Vulnerable Persons	
	Disclosure of the ESCMF/ESCMP, TAA, GRM, Labour Management Plan and other Programme specific Reports.	- Disseminate all the relevant project documentation to all stakeholders, - Expound the contents of the project specific Reports to all stakeholders	- Government Ministries and state departments - Provincial and district delegations - Communities - Local Leadership - General Public - Media	- PMU - IDA/EDA
Project implementation and monitoring	M&E framework, Progress reports, policy issues, etc.	Progress update Meetings, workshops, emails	Implementing Agencies	- PMU - IDA/EDA
	- Registration of land plots - Construction-related safety measures and pertinent plans - Employment opportunities; - Environmental concerns; GBV awareness-raising			
	Knowledge management and communication product			

Future Project Phases

The Project will implement a reporting system that will enable information gathering, analysis and dissemination of the Project to interested/affected people. Monthly reports on the ESCMF will show how environmental, social and climate

issues are being addressed and what the main challenges are. The implementation of the SEP will also be monitored by monthly reports produced by IDA/EDA

The PIU will also invite a limited and representative number of stakeholders to an annual meeting to review project progress, assess challenges, and plan future actions.

5.6 Information Disclosure

The type of information to be disclosed to the various stakeholders depends on their interests and how they will be affected by the project – or how PRODESA activities may be affected by them. Thereafter various communication tools can be utilized for the engagement process, such as:

- Programme notices published in local newspapers,
- Radio advertisements,
- Direct mailings to communities,
- Presentations with or without focus group sessions),
- Targeted e-mails,
- One-on-one meetings, presentations, seminars, workshops, e-mails, and phone conversations with stakeholders,
- Site tours, and
- The use of social media

Roles and Responsibilities

The management, coordination and implementation of the SEP and its integral tasks will be the responsibility of dedicated team members within the PMU through Environmental and Social and Climate Safeguards Specialists whose roles and responsibilities of the organizations are presented below.

The Project Management Unit

The PMU will be accountable for ensuring that PRODESA achieves its development objectives and for oversight of all day-to-day operations of the Project. The PMU will also be responsible for all reporting requirements of GoA and IFAD related to the project. The PMU under the oversight of MINAGRIF/IDA will work closely with relevant stakeholders to ensure that the SEP is implemented in a successful manner.

Environmental and Climate Safeguards Specialist

The person will be responsible for the management of Programme related environmental safeguards issues and will have oversight over all stakeholder engagement activities as well as other Programme specific safeguards documents. Responsibilities will include the following:

- Continuous development, implementation and monitoring of the stakeholder's engagement plan and other Programme specific documents
- To bring together the different stakeholders engaged in climate financing and develop joint strategies and plans, ensuring that key stakeholders are engaged while creating and maintaining momentum. Liaise with the

Project Coordinator to ensure that stakeholders engagement requirements are understood

- To develop and maintain the stakeholder database/map and
- Proactively identify stakeholders, Programme risks and opportunities and inform Programme Coordinator to ensure that the necessary planning can be done to either mitigate risk or exploit opportunities.
- To initiate the Technical Working Group on environment protection and Climate Change, identifying participants, organizing several initial meetings, and ensuring the technical committee or technical Working group is a useful and efficient instrument for technical collaboration.
- To organize regular meetings and/or prepare regular communications, in close collaboration with the PMU
- To ensure compliance with SECAP and national regulations social and environmental standards, and regularly review and update the social and environmental assessment procedures.

Gender and Social Inclusion Specialist

The Social Inclusion Specialist will be responsible for the management of Programme related social safeguards issues. He/she will oversee all stakeholder engagement activities regarding the implementation of the GRM as well as other Programme specific documents. Responsibilities will include the following:

- Continuous Development, implementation and monitoring of the stakeholder's engagement plan, GRM and other Programme specific documents
- Guiding and overseeing community sensitization processes, ensuring that key information reaches all intended target groups, that beneficiary selection is transparent and in line with pre-defined criteria and that all target groups participate in relevant programme decision-making processes.
- Liaising with local stakeholders regularly to disseminate information about social risk mitigation activities considered by the project.
- Liaise with the Project Coordinator to ensure that stakeholder engagement requirements are understood.
- Maintain the stakeholder database and
- Proactively identify stakeholders, Programme risks and opportunities and inform Programme Coordinator to ensure that the necessary planning can be done to either mitigate risk or exploit opportunities.

Resources and Budget

The design and implementation of a detailed and accurate SEP will be the overall responsibility of the PMU. The Project Coordinator will oversee the SEP implementation to ensure the success of the project.

Training

All the project implementing partners and PMU team members will attend a workshop whose focus will be to bring awareness on the Project design, SEP, GRM, Gender and Social Inclusion Plan as well as other project specific documents. The

training can be organised at multi-level to accommodate all stakeholders and allow free expression of concerns regarding the project.

Budget

The Project Coordinator will ensure that the PMU has an adequate standing budget allocated towards the Stakeholder Management Programme. The preliminary breakdown of cost centres (excluding staff time) is presented in table 4 below.

Table 4: Breakdown of Cost Items

Stakeholder Engagement Activities	Amount (USD)
Baseline and end-of-project knowledge, attitudes and practices (KAP) surveys	Main Project Costs
Conduct participatory rural assessments	
Develop and implement environmental education activities	
Trainings, workshops, meetings	
Travel expenses	
Communication materials (audiovisual and print production costs)	
Total	

Grievance Redress Mechanism

The implementation of this project may generate several challenges and complaints especially those which relate to infringement of rights of sections of the society, unequal sharing of resources and exclusion from the project benefits. Most of the grievances though are expected to be minor and site-specific. They are likely to revolve around nuisances generated during construction such as noise, dust, vibration, workers disputes etc. Often, they can be resolved easily on site. Other grievances are more difficult especially when it's about land boundaries, or misunderstandings between affected households and the Contractor regarding access arrangements. Most of these cannot be resolved immediately and on site.

MINAGRIF/IDA will establish and implement a transparent, fair and free-to-access project-level Grievance Redress Mechanism (GRM), approved by stakeholders, which will be put in place at the start of implementation. Interested stakeholders may raise a grievance at any time to the PMU, EDA/IDA/MINAGRIF and/or IFAD country office.

MINAGRIF/IDA will establish a sub-committee for the GRM at all levels, and for the development and oversight of the mechanism, including reporting on the work of the GRM to all stakeholders.

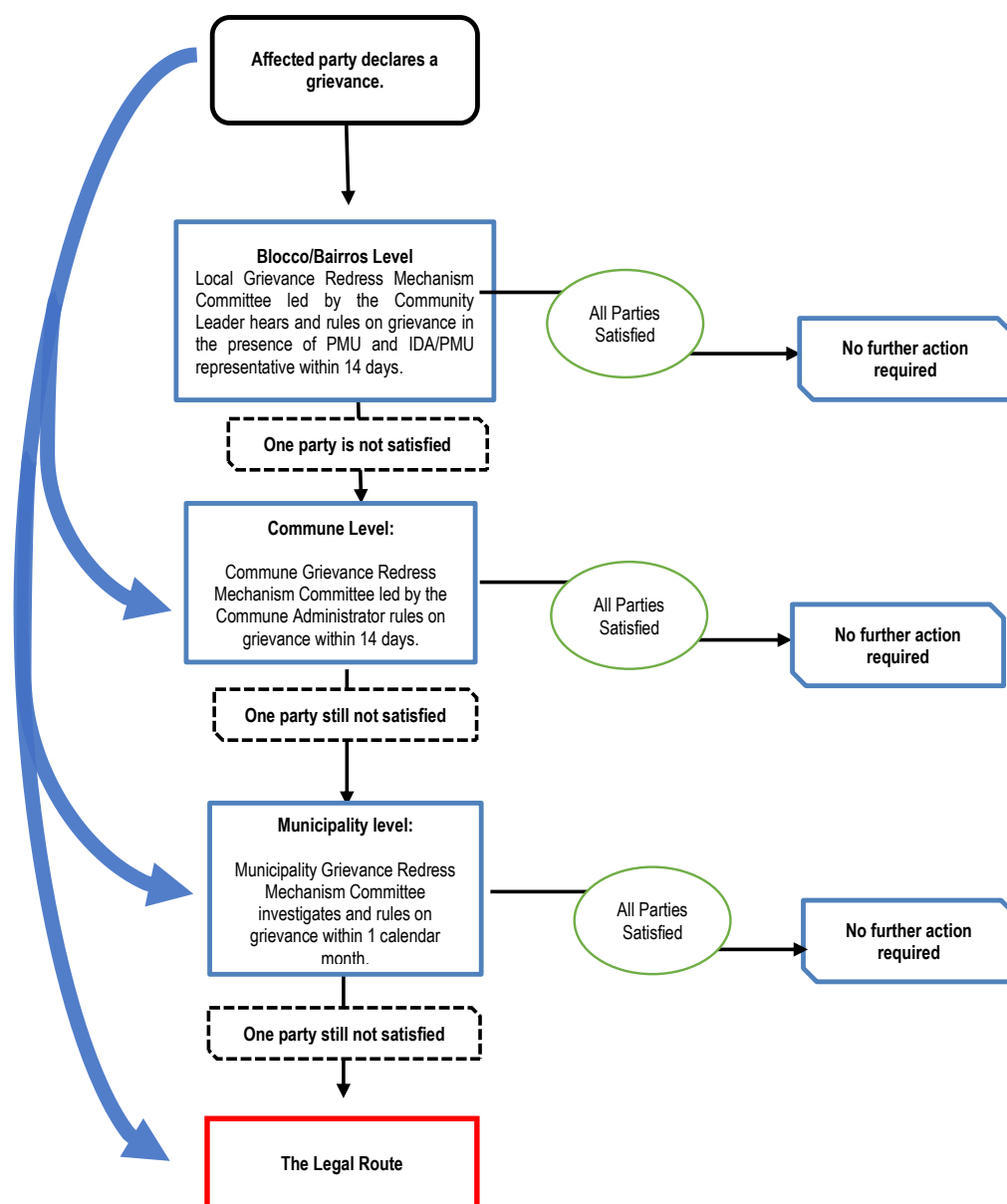


Figure 1: Community Grievance Redress Mechanism

The legal route includes Municipal, Provincial Court and Supreme Court as well as Constitutional of Angola. These courts handle both civil and criminal cases. With regards to complaints and cases during PRODESA implementation, people with complaints will have opportunity to take cases to these courts for review and determination on course of action. Such cases may include review of amount of compensations, cases of theft of valuable property as well as physically harming each other.

The mandate of the GRM Committee will be to:

- (i) receive and address any concerns, complaints, notices of emerging conflicts, or grievances (collectively "*Grievance*") alleging actual or potential harm to affected person(s) (the "*Claimant(s)*") arising from Project.
- (ii) assist in resolution of Grievances between and among Project Stakeholders; as well as the various government departments, civil society organizations, local communities, and others (collectively, the "*Stakeholders*") in the context of the project.
- (iii) Conduct itself at all times in a flexible, collaborative, and transparent manner aimed at problem solving and consensus building.

The functions of the GRM Committee will be to:

- (i) Receive, Log and Track all Grievances received.
- (ii) Provide regular status updates on grievances to claimants and other relevant stakeholders, as applicable.
- (iii) Engage the project Steering Committee members, government institutions and other relevant stakeholders in grievance resolution.
- (iv) Process and propose solutions and way forward related to specific grievances *within a period not to exceed thirty (30) days* from receipt of the grievance.
- (v) Identify growing trends in grievances and recommend possible measures to avoid the same.
- (vi) Receive and service requests for, and suggest the use of, mediation or facilitation.
- (vii) Elaborate bi-annual reports, make said reports available to the public, and more generally work to maximize the disclosure of its work (including its reports, findings and outcomes).
- (viii) Ensure increased awareness, accessibility, predictability, transparency, legitimacy, and credibility of the GRM process.
- (ix) Collaborate with partner institutions, civil society organizations, and other entities to conduct outreach initiatives to increase awareness among stakeholders as to the existence of the GRM and how its services can be accessed.
- (x) Ensure continuing education of Project Board members and their respective institutions about the relevant laws and policies that they will need to be aware of to participate in the development of effective resolutions to grievances likely to come before the GRM.
- (xi) Monitor follow up to grievance resolutions, as appropriate.

Due diligence will be exercised by the local project representatives to first resolve grievances locally, in a manner sensitive to local social and cultural norms. If the local process does not result in resolution of a grievance, the case will be upgraded to the PMU, with the process managed by the Project Coordinator and IDA/EDA Directorate providing guidance and signing off on written responses to grievances.

The project will develop an online (e.g. SMS or WhatsApp) application as one of the methods for stakeholders to lodge a grievance under the project-level GRM.

Monitoring and Evaluation

The implementation of the stakeholder engagement plan will be monitored and evaluated through the 8-year project timeframe. Stakeholder engagement details will be captured through updated stakeholder list, records of all consultations held and records of all grievances received and dealt with (entered into a Grievance log on the system or a computer) among other various knowledge products. Adaptive management measures will be put in place, as needed, to adjust the plan to current circumstances and according to the findings of monitoring and evaluation efforts.

Monitoring and evaluation of the implementation of the stakeholder engagement plan are part of the project M&E plan, and co-financing contributions are included.

Labour Management Plan

10.1 Overview of the LMP

As outlined in its strategic framework, IFAD's overarching development goal is to invest in rural people to enable them to overcome poverty and achieve food security through remunerative, sustainable, and resilient livelihoods. More than three quarters of the world's poor live in rural areas and many of them depend on agriculture to earn a living. The majority of rural workers hold precarious and poorly remunerated jobs in the informal rural economy. Youth in particular face disadvantages in accessing productive and gainful jobs, due to their limited access to productive resources, including land and credit, and markets. As IFAD invests in rural livelihoods, it works to improve working conditions and foster the application of labour standards in rural settings, as these are among the main factors that undermine the well-being and productive potential of rural populations. To ensure that no one is left behind, IFAD targets disadvantaged workers in its projects, particularly youth, women, people with disabilities and migrant workers.

As such, IFAD's SECAP Standard 5: Labour and working conditions aims to ensure that IFAD investments to promote rural employment respect the fundamental rights of workers. Therefore, all private sector actors (or any other entity) that will be engaged in the project, will adhere to the LMP to ensure SECAP compliance prior to engagement in any project activity. Private enterprises that will provide services within the project shall also sign a safeguards commitment letter to implement all measures stipulated in the ESCMF.

To the extent that provisions of national law and employer policies satisfy the requirements of Standard 5, these would be applied and the applicable party would not need to duplicate such provisions in additional project-specific labour management procedures. An assessment, undertaken as part of the scoped ESIA's and ESCMPs and targeted assessments, should identify whether the applicable party (employer, contractor) has appropriate human resources policies and occupational health and safety management procedures to address and manage identified labour risks and impacts and to meet the Standard 5 requirements.

The LMP requirements shall:

- Comply with minimum age threshold set out in International Labor Organization (ILO) Conventions or national legislation (whichever offers the greatest protection to young people under the age of 18) and expect certification by contractor that children under 18 are and will not be employed in hazardous work, and if involved are only doing light work with security and safety standards respected and enforced.
- Check the activities carried out by young workers and ensure that children under 18 are not employed in hazardous work, including in contractor workforces. Hazardous work will normally be defined in national legislation and will be likely to include most tasks in construction and several in agriculture.

- Assess the safety risks relating to any work by children under 18 and carry out regular monitoring of their health, working conditions and hours of work
- Ensure that any workers aged 13-15 are only doing light work outside school hours, in accordance with national legislation, or working in a government-approved training programme
- Ensure that contractors have adequate systems in place to check workers' ages, identify workers under the age of 18 and to ensure that they are not engaged in hazardous work, and that their work is subject to appropriate risk assessment and health monitoring

In addition, the Project will ensure that appropriate wages will be paid per assigned tasks. Security and safety standards will also be respected and enforced. The project Grievance Redress Mechanism will provide for a fair and free from influence entry point for their potential complaints and/or grievances. The Complaints Register and Grievance Redress Mechanism will provide an accessible, rapid, fair and effective response to concerned stakeholders, especially any vulnerable group who often lack access to formal legal resources.

For any Contractors and/or sub-contractors, due diligence will be conducted as necessary to ascertain that third parties who engage project workers are legitimate and reliable entities and have in place appropriate policies, processes and systems that allow them to operate in accordance with the minimum requirements herein.

10.2 Introduction

This Labour Management Plan (LMP) will facilitate planning and assist the PMU and Contractors in ensuring that project implementation adheres to the requirements of IFAD SECAP Standard 5: on **Labour and Working Conditions**. The LMP therefore identifies the main labour requirements and risks associated with the project and will guide the PMU in determining the resources necessary to address project labour issues.

The LMP has been prepared as a safeguard to address labour related issues that may arise during project implementation given the past and existing socio-political and economic conditions in Angola. This LMP has been guided by IFAD's SECAP (standard 5 and its guidance notes) requirements and is in line with the national labour regulations (albeit limitations in implementation). The LMP will enable different project-related parties (e.g. staff of the PMU, implementing agency (IDA/EDA), contractors and sub-contractors and project workers) to have a clear understanding of what is required on specific labour issues.

The GoA recognizes that sound worker-management relationships, fair treatment of workers, promotion of gender equality and protection from gender-based violence (GBV) and provision of safe and healthy working conditions enhances development benefits of a program. It is for this reason that the LMP has been prepared for PRODESA.

The objectives of the LMP are to:

- To promote safety and health at work

- To promote appropriate labour practices which include non-discrimination and equal employment opportunity to all eligible community members
- To protect program workers, including vulnerable workers such as women, persons with disabilities, migrant workers, contracted workers, community workers and primary supply workers, as appropriate
- To prevent the use of all forms of forced labour and child labour
- To support the principles of freedom of association and collective bargaining of program workers in a manner consistent with national law and
- To provide program workers with accessible means to raise workplace grievances.

10.3 Types of workers anticipated

It is expected that PRODESA will engage different categories of workers. These will include: Direct Workers, Contracted workers, Community Workers, Migrant workers and Primary Supply Workers. The exact number of workers will be confirmed once sub-project activities have been specified and agreed on.

Characteristics of project workers

The project will include direct workers e.g. PMU, civil servants from the line ministries, local workers, national or international migrants, community workers, female workers, all these workers will be aged 18 years and above.

Timing of labour requirements

The timing and sequencing of labour requirements in terms of numbers, locations, types of jobs and skills required will be available during sub-project implementation.

Direct Workers

Government civil servants from the Ministry of Agriculture (MINAGRIF, PMU, IDA, EDA, MINAMB etc), subject to the terms and conditions as governed by Angola's Constitution (2011) and the New General Labor Law (NGLL), which came into effect on 26 March 2024. The Constitution and the Labor law both prohibit child labour and forced labour.

Contracted Workers

People engaged through third parties, in particular PMU/IDA as the lead technical partner to perform work related and core functions of the project. The category will also include field personnel directly contracted by PMU and based at various project sites within the states/counties.

Community workers

The community workers including beneficiary households will be engaged to provide community labour for the rehabilitation and any construction works. PRODESA will prioritise recruitment of local unskilled labour and the following terms and conditions will guide management of community workers participating in the project;

- Community workers to be involved in the construction works should be above 18 years of age

- Where wages are applicable, contractors should observe government set minimum wage rate and workers will have an opportunity to negotiate their wages higher.
- Community workers working on voluntary basis will work as per the agreed timeframe by community members themselves. However, hours of work for these workers shall not exceed 4 hours in a day.
- Where wages are applicable, payment of wages will be done monthly on the agreed day of each month.

The community workers will be identified during the project implementation stage and the LMP will be updated accordingly.

Migrant workers

The project shall thrive to engage local skilled and unskilled labour as well as community workers from the locality of the project's impact area. However, where skilled workers are not available in the locality, it is expected that workers from nearby communities will be involved and will be considered as "internal migrants". As part of the environmental and social assessment, the program identified potential risks of child labour, forced labour and serious safety issues which may arise and this will closely be monitored by the PMU.

Primary Supply Workers

People engaged by MINAGRIF/IDA/EDA/PMU/Contractors as primary suppliers. These include, for example, suppliers of construction materials including aggregates, bitumen and precast concrete interlocking blocks or other goods required.

Project activities

The type and location of the project activities are yet to be identified. Significant use of labour is mostly expected to arise from the rehabilitation activities and any construction works. Workers will be involved in a number of activities like infrastructure construction, operations and maintenance, lifting of heavy materials among others. These activities may pose occupational safety and health risks to workers.

The health and safety risks to which workers and community members may be exposed will be assessed during implementation. The ability to prevent or eliminate such risks or, if the risk cannot be prevented or eliminated, measures to protect community workers from exposure will be explored. This will be done through the project environmental and social screening process.

10.4 Labour Risk Identification and Analysis

A number of labour related risks are anticipated during the implementation of the Project which include;

- Occupational Safety and Health risks
- Gender Based Violence (GBV)/Sexual Exploitation and Abuse and Harassment
- Risk of communicable diseases including HIV/AIDS and other STIs,
- Non-compliance with GoA labour laws and regulations
- Discriminatory policies or practices that deny equal opportunity

- Restrictions on freedom of association and collective bargaining
- Limited understanding and implementation of Occupational Health and Safety (OSH) requirements
- Identification crises (returnees, IDPs, refugees)
- Influx of migrant workers
- Exposure to extreme weather conditions such as high temperatures and floods
- Child labour
- Political and ethnic influence in hiring processes
- Possible accidents or emergencies

The project will address these risks by undertaking site specific risk assessments and incorporating mitigation measures for the identified risks into the program specific environmental, social, health and safety management plans to be developed by each sub-project.

Table 1 below presents a summary of the possible mitigation measures for the potential identified labour related risks.

Table 5: Possible mitigation measures for the potential risks

Potential Risks	Proposed mitigation measures
Occupational Safety and Health Risks In general, the working conditions in Angola especially in the agricultural sector are poor and the project needs to ensure that such working conditions are not accepted. The impact is significant in that it may manifest in exploitation of the very community that the project intends to benefit, community workers, but also contracted workers may be affected.	Supervision of Labour Management Practices for contractors, community workers, and direct workers and consultants • Ensure contractors adopt principles of decent work and the associated work programme in Angola • Ensure grievance mechanisms are known and accessible to workers • Promote nutrition-sensitive meals during working hours • Supporting first-aid box and to provide minimal level of training • Provide appropriate and adequate Personal Protective Equipment (PPE) to workers • Train workers regularly on occupational safety and health risks prevention • Enforce the use of PPE by workers • Facilitate the formation of Occupational safety, Health Welfare Committee
Risk of communicable diseases. Spread of HIV and AIDS, Population movement due to labour influx may result in the spread of diseases.	Communication of risks to be conducted through locally appropriate means – targeting specific social groups and genders. • Sensitize workers and communities on communicable diseases including HIV, STIS, and ways of preventing them

	• Encourage workers and communities to go for voluntary screening/ medical check-up/testing • Provide Information, Education and Communication materials on different communicable diseases
Increased risk of influx of migrant workers & competition with locals	• Prioritise recruitment of locals and engage all nonskilled labour force from surrounding communities to minimize the risk of migrant workers and associated negative impacts.
Gender Based Violence, Sexual Exploitation and Abuse – Both for workforce and local communities, particularly under aged girls	• Sensitize workers and surrounding communities on dangers and prevention of Gender Based Violence • Provide equal employment opportunities to men, women, youth and people living with disabilities • Prepare, adopt and implement worker's code of conduct • Prepare and implement GBV/SEAH Action plan • Compulsory training and awareness to workers on GBV/SEAH • Carry out community sensitization • Promote women and girl's empowerment
Child labor – Disturbance of child's education, health and safety	• Sensitize surrounding communities on issues of child labour • Employ people that are aged 18 and above • Restrict engagement of under aged herders • Verify age using IDs • Develop and implement Action Plan to Address GBV and SEAH against children
Discrimination and exclusion of vulnerable groups	• Development of Workers Grievance Redress Mechanism (WGRM); and • Implement a deliberate policy for gender equality • Develop deliberate mechanism to monitor participation of vulnerable groups in all activities
Discrimination against women in employment	• Contractors are compelled to safeguard the interests of women, including gender parity at the workspace, prohibiting, preventing and punishing sexual harassment and other forms of GBV towards female workers • Provide appropriate sanitation facilities at workplace • Provide appropriate PPE for women

	• Develop and implement Action Plan to Address GBV and SEAH against Women
Labor disputes and conditions of employment Given the generally high conflict potential, it is possible that disputes over contracts emerge	• Establishment of Workers Grievance Redress Management Committee (WGRMC) • Compliance with the adapted and revised LMP

10.5 Code of Conduct

PRODESA will develop and implement a code of conduct for all project workers including consultants and contractors, aimed at preventing and/ or mitigating social risks during project implementation. The social risks that may arise include but not limited to GBV and SEAH, child labour, forced labour, Non-payment and/or delayed payment of wages, HIV/AIDS, safety, health and environmental issues. The Project will develop a code of conduct that will require skilled, unskilled migrant and community workers to operate under. Sample Code of Conduct is provided in Annex 1.

10.6 Institutional Arrangements for the LMP

Given the categories of project workers (direct workers, contracted workers and community workers), this section lays out the operational arrangements amongst the various institutions that are collaborating with the project to ensure the smooth implementation of the LMP. The requirements of the LMP apply to all categories of project employees and workers.

The requirements of the LMP as applicable to the direct workers will be under the responsibilities of MINAGRIF/IDA through the PMU.

The requirements of the LMP as applicable to the contracted workers will be under the responsibilities of PMU. The HR/Safeguards unit will be responsible for managing and implementing employment policies, guidelines and procedures, including equal opportunity employment. Their role ensures compliance with national labour laws and IFAD, with respect to recruitment, management and termination of engagements. PMU has the responsibility to ensure LMP implementation at the interface with all contractors (implementing agencies) through the Procurement Team, which is responsible for managing vendor contracts and Letters of Agreement (LoAs).

Where contractors engage community workers directly in rehabilitation or construction activities, it is responsible for the full implementation of the requirements of the LMP as it applies to community workers while the PMU will exercise oversight over labour management processes.

The primary suppliers are identified at the sub-project level by the PMU or directly during sub-project screening and the applicability of the LMP will be affirmed at

that time. MINAGRIF/IDA has the mandate to ensure that all the procedures for primary supply workers are observed, though the PMU will have the overall responsibility.

Key Procedures

The Project will promote sound worker-management relationships and enhance the developmental benefits of the project by treating workers in the project fairly and providing safe and healthy working conditions. MINAGRIF/IDA, PMU, IAs, contractors and all project workers will be accountable for ensuring the full accomplishment of the objectives of Standard 5. The IFAD and national gap assessment shows that some aspects (rules, regulations and procedures) are completely covered by the national legislation while aspects not completely covered by legislation will be satisfied through reference to the IFAD's sector specific guidelines on good practices on occupational safety and health.

The specific Terms and Conditions for the different categories of project workers and different types of activities will be defined in the inception phase of the project. In case of variations between IFAD and GoA national requirements, the more stringent provision will apply.

Labour management responsibilities will be shared across activities, with the PMU Social and Environment Safeguards Specialist acting as focal point.

Annex 1: Workers' Code of Conduct

CODE OF CONDUCT

The main aim of the Code of Conduct (CoC) is to prevent and/or mitigate the social risks related to implementation of PRODESA. The PMU facilitated development of Code of Conduct and will be adopted by all workers. The social risks that may arise include but not limited to Child labour, GBV, HIV and AIDS, delayed/denied wages, unnecessary use of migrant workers and occupational health and safety. The Code of Conduct shall be adopted at the onset of the project to ensure that all community members working under the project understand the social risks and expected behaviour as well as mitigation measures.

Workers' Code of Conduct commits the workers to addressing GBV, SEAH, and other relevant social issues. The PMU will conduct awareness raising on the code of conduct and all workers will be required to sign. Summarised and translated copies of the codes of conduct will be publicly available at the PMU Coordinator's office. This code is aimed at preventing social risks at project sites as follows:

- Attend a compulsory induction on social risks and Code of Conduct prior to commencement of work.
- Where possible, ensure employment of local workforce especially where unskilled labour is required to mitigate social risks
- Ensure there is zero tolerance to child labour practices
- Promote gender inclusion
- Support establishment and functioning of workers' GRM committee to oversee issues of workers' misconduct including GBV/SEAH
- Maintain a safe working environment including provision and use of personal protective equipment
- Following applicable emergency operating procedures' support workers' training and capacity building on social, environmental, health and safety
- Ensure that all workers are sensitized on HIV/AIDS and other STIs issues
- Ensure that workers' rights such as working hours, minimum wages, leave days compensation are protected
- Ensure workers are timely paid according to agreed intervals.
- Respect all manner of people regardless of age, race, colour, language, ethnicity, religion, etc.
- Do not use language or behaviour that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate.
- Sexual activity with children under the age of 18 is prohibited.
- Exchange of money, employment, goods, or services for sex, including sexual favours or other forms of humiliating, degrading or exploitative behaviour is prohibited. Un-consented sexual interactions are prohibited.
- Ensure Terms and Conditions of employment are stipulated and implemented in accordance with Labour Code.
- Ensure that all workers sign individual Code of Conduct confirming their agreement to support prevention of social risks activities.
- Possession of alcohol and illegal drugs and other controlled substances in the workplace are strictly prohibited and ensure compliance to all legal requirements.

I do hereby acknowledge that I have read the foregoing Code of Conduct, do agree to comply with the standards contained therein and understand my roles and responsibilities to comply with all rules of this Code of Conduct. I understand that any action inconsistent with this Code of Conduct or failure to take action mandated by this Code of Conduct may result in disciplinary action.

Signed by: -----

Signature: -----

Date: -----

Annex 2: List of people met

#	Name	Organisation	Position	Email address / phone numbers
Country Programme				
Government of Angola				
Bilateral and multilaterals				
Agricultural Market Actors				
Financial Institutions/Insurance sector				
Farmers' organisations				
Private Sector				
NGOs				
Research and Investigation				

Field Visits

Province	Municipality	Name	Designation	Contact

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex: Annex 6a Stakeholder Engagement Plan And Grm Revised 28 01 25 Clean

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Programme Management Department



Republic of Angola

Ministry of Agriculture and Fisheries (MINAGRIF)

Institute for Agriculture Development (IDA)

Eastern Provinces Sustainable Agriculture Development and Livelihood Project (PRODESA)

**Stakeholder Engagement Plan (SEP)
Grievance Redress Mechanism (GRM)
Labor Management Plan (LMP)**

September 2024

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Acronyms

DNPAIA	National Directorate for Prevention and Environmental Impact Assessment
EDA	Agrarian Development Stations
ESCMF	Environmental, Social and Climate Management Framework
ESCMP	Environmental, Social and Climate Management Plan
FAO	Food and Agriculture Organization
FFS	Farmer Field School
FPIC	Free Prior and Informed Consent
FPIC	Free, Prior and Informed Consent
GBV-SEA	Gender Based Violence, Sexual Exploitation and Abuse
GoA	Government of Angola
GRM	Grievance Redress Mechanism
GRM	Grievance Redress Mechanism
I&APs	Interested & Affected Parties
IDA	Agrarian Development Institute
IDPs	Internally Displaced People
IDPs	Internally Displaced Persons
IFAD	International Fund for Agriculture Development
LMP	Labour Management Plan
M&E	Monitoring & Evaluation
M&E	Monitoring and Evaluation
MCTA	Ministry of Tourism and Culture-
MINAGRIF	Ministry of Agriculture and Fisheries
MINAMB	Ministry of Environment
MINDCOM	Ministry of Industry and Commerce -
MINEA	Ministry of Energy and Water
MSMEs	Micro, Small and medium Enterprises
NGOs	Non-Governmental Organisations
PAPs	Project-affected parties
PMU	Project Management Unit
PPSCs	Provincial Project Steering Committees
PRODESA	Eastern Provinces Sustainable Agriculture Development and Livelihood Project
PSC	Project Steering Committee
PwD	People with Disabilities
SECAP	Social, Environmental and Climate Assessment Procedures
SEP	Stakeholder Engagement Plan
TAA	Targeted Adaptation Assessment
VDGs	Vulnerable or Disadvantaged Groups

Introduction

This document is a Stakeholder Engagement Plan (SEP) for the Eastern Provinces Sustainable Agriculture Development and Livelihood Project (PRODESA). Included in the Sep is a detailed Grievance Redress mechanism to be applied as and when necessary to address any disputes that may arise during the project. The stakeholder engagement will be integrated into project's environmental, social and climate management performance and project design and implementation. The adequacy of the engagement methods shall be part of the Monitoring & Evaluation (M&E) part of the project to be regularly conducted. Outcomes of the M&E will shape and adapt the engagement activities as relevant.

1.1 Project Overview

The project goal is to contribute to the reduction of multidimensional poverty among the rural population in southern and eastern Angola. The Project Development Objective (PDO) is to 'Improve the nutrition and incomes of family farmers and ethnic minority groups in southern and eastern Angola, while increasing their resilience to climate change, commercialization of their products and other shocks and stressors'.

The expected project outcomes envisage beneficiaries to achieve a more diverse, resilient and increased agricultural production and productivity (Component 1), as well as develop an improved connectivity and access to markets (Component 2), as well as improve the regulatory and policy environment (Component 3) to enhance outcome 1 and 2.

The Project will address key food and nutrition security challenges, as well as market access barriers that currently affect agriculture-related livelihoods. The project will group beneficiaries into 'typologies' based on their diverse production systems, market participation, agricultural risks and opportunities and will deploy a participatory planning process to identify local challenges and priorities with regards to sustainable production and productivity as well as agribusiness development that would inform project implementation and a tailored approach to the investments on the ground.

Outcome 1 (Component 1) will be achieved through targeted interventions, such as mobilisation of communities to draw plans on production and collective economic activities (subcomponent 1.1), undertake technical trainings, using Farmer Field School (FFS) methodology to improve production outcomes, and adjust practices and behaviour in a way that remove barriers and challenges related to collective action, limited knowledge of modern production practices and nutrition (sub component 1.2).

Dedicated intervention will engage directly on the specific needs of the San community to preserve traditional hunter-gatherer lifestyles and diets (sub component 1.3) that will not only ensure food security and nutrition but also enhance natural resource conservation through seeking to establish a territory designated for the San community use.

Outcome 2 (Component 2) will be achieved through targeted interventions that build on those rolled-out under Component 1 by leveraging on the improved agricultural outputs and community organisation to take it a step further towards

business formalisation, access to credit and market engagement , which will entail business management and development support, as well as dedicated efforts to improve access to existing agri-finance mechanisms by creating a bankable pipeline of MSMEs and cooperatives (sub component 2.1). Strategic public investment in infrastructure will resolve local road access challenges by focusing on emerging agri-businesses/cooperatives that are emerging on the market and where such infrastructure will deliver an immediate and tangible result in terms of local economic growth.

Outcome 3 (Component 3) will be achieved by focusing policy dialogue and technical support on areas of primary concern such as natural resource and soil management support and minority rights of access and use of land for traditional hunting and gathering.

Geographical and Beneficiary Targeting

In agreement with GoA, PRODESA will cover the provinces of Cuando-Cubango, Moxico, Lunda Norte , Lunda Sul, and Bie. These five provinces were selected based on the following criteria: (a) incidence of poverty and level of vulnerability to food and nutritional insecurity; (b) impact of climate change (intensity of rainfall or severity of droughts in the area); (c) level of current investment (areas that are underserved by investment and where there is an urgent need to intervene to ensure the resilience of populations that have not benefited from sustainable development interventions in the recent past); and (d) the need to converge IFAD interventions where they will have a significant impact on the populations most affected by climate hazards, as well as the opportunities for synergy with other ongoing or future interventions in the area.

The intervention area of the project covers 42 municipalities out of 164 in the country. These municipalities are characterised by: a) poverty rates ranging from 69.6% (Lunda Sul) to 95% (Moxico), vast areas with ecologies as diverse as they are varied, but with real potential for agricultural and livestock activities. The area has mostly traditional land-use models in the hands of small to medium-sized family farms. In addition to very small farmers organised in cooperatives who show some innovation in the application of agricultural practices learned through FFS (Bie case), there are other farmers who are very poorly organised and hunter-gatherers who have only been practising agriculture for 10 to 15 years.

Through family farms, organised or not, PRODESA mainly targets poor smallholder, agro-pastoralist and pastoralist households that are economically and socially vulnerable, especially those in a situation of food and nutritional insecurity, most of whom grow subsistence crops. A total of 1,068,582 people in 222,621 households will be reached, representing 60% of the total population of the project area, estimated at 1,780,969 people. Through specific targeting strategies, the project will reach 50% women and 30% young people (18-35 years). The project will also pay special attention to marginalised groups (people with disabilities, ex-combatants, and in particular the San and agro-pastoralist minority groups), who will represent 10% of the total direct beneficiaries.

In view of the dynamics observed on the ground, the direct beneficiaries of the project can be divided into three categories: C.1, C.2, C3.

- **C.1 - the most vulnerable.** These are mainly poor households that are food

and nutrition insecure and have little or no access to land, water and other assets. This target group category includes: (1) very poor farming families without livestock, dependent on rain-fed subsistence agriculture, whose non-irrigated or very poorly irrigated farms do not exceed 3 ha with very marginal production yields; (2) very small-scale agro-pastoralists or pastoralists engaged in subsistence livestock activities or with very small livestock and transhumant pastoralism; (3) youth (both male and female), landless heads of households who are used as labourers on other farms and have very few means of subsistence; and (4) the most vulnerable and marginalised (very poor) - minority groups, ex-combatants, people with disabilities, albinos, unmarried mothers, victims of various forms of violence, including gender-based violence, the elderly suffering from malnutrition and/or undernutrition, etc. These target groups share structural vulnerability, low social integration and lack of socio-economic opportunities.

- **Category C2 - micro and small farmers with low productivity and low value added.** This category includes producers, agro-pastoralists and pastoralists with easier access to land and other assets to increase production potential. Priority is given to youth (2) poor women heads of households. Target groups in this category have very limited economic opportunities, making their livelihoods highly vulnerable.
- **Category C.3 - local actors who can be described as cooperatives and micro and small enterprises (MSMEs).** They are mostly informal and established by men and women who are or want to be involved in market supply chains at different levels of production, agro-logistics³, supply of inputs, processing, aggregation and marketing. This category also includes youth who need vocational training and business coaching.

Implementation Arrangements

The Ministry of Agriculture and Fisheries (MINAGRIF) will be the lead implementing agency and IDA will have the responsibility of overseeing the project's implementation. IDA will delegate the day-to-day coordination/management of the project to a Project Management Unit (PMU) that will be established. A Project Steering Committee (PSC) will be established to provide the oversight function. The PSC will be chaired by the Minister of Agriculture or the Secretary of State for Agriculture and Livestock and composed of members from institutions with direct relevance to the achievement of PRODESA objectives (such as Ministry of Energy and Water - MINEA, Ministry of Environment - MINAMB, Ministry of Tourism and Culture- MCTA, Ministry of Industry and Commerce - MINDCOM).

At the provincial level, there will be PMUs to help coordinate/manage project activities at those levels. Provincial Project Steering Committees (PPSCs) will be established; their composition and tasks will reflect those of the PCC. The composition of staff at the national and provincial PMUs will be determined during the detailed design.

1.2 Legal and Policy and Regulatory Framework

Angola's legal framework for stakeholder engagement is primarily rooted in its Constitution and various sectoral laws:

- Constitution of the Republic of Angola (2010) outlines the principles of participatory governance and the right to citizens' participation in decision-making processes.
- Law on the Environment emphasizes the importance of public participation in environmental impact assessments and decision-making processes.
- Law on the Right to Information guarantees the right of citizens to access information from public institutions, facilitating informed participation in decision-making processes.

In addition to these overarching laws, specific regulations have been established for particular sectors, which mandate stakeholder engagement in various aspects of project planning, development, and implementation. These regulations typically outline procedures for public consultations for all major development projects, detailed stakeholder mapping, information disclosure, protection of vulnerable groups and grievance redress mechanisms.

1.3 Gaps in the National Legislative framework

While Angola's legal and policy framework recognizes the importance of stakeholder engagement, implementation challenges persist. Key challenges include:

- Limited capacity and resources for effective engagement: Inadequate funding, expertise, and infrastructure can hinder the effective implementation of stakeholder engagement policies.
- Lack of awareness and understanding of rights: Limited awareness among communities about their rights and opportunities to participate in decision-making processes can create barriers to effective engagement.
- Transparency and accountability: Ensuring transparency and accountability in the engagement process is essential for building trust and ensuring participation is genuine.

Despite these challenges, there are significant opportunities for improvement. Investing in capacity building, promoting awareness campaigns, and establishing robust mechanisms for transparency and accountability can contribute to a more effective and inclusive stakeholder engagement framework. The Government of Angola can foster a more participatory governance environment by embracing these opportunities. This would strengthen the country's commitment to sustainable development, promote social cohesion, and enhance the effectiveness of public policies.

1.4 IFAD Policy on Stakeholder Engagement

IFAD policy on stakeholder engagement requires the borrower to establish procedures for external/internal communications on environmental and social matters proportionate to the risks and impacts of the projects or subprojects, and their overall risk profile in line with their public disclosure policies and proprietary rights. In addition, several IFAD policies and the Social, Environmental and Climate Assessment Procedures (SECAP) require that Free, Prior and Informed Consent (FPIC) be sought during the design and implementation of the projects it funds. FPIC empowers local communities to give or withhold their consent to

proposed projects that may affect their rights, access to land and resources, and livelihoods. FPIC also ensures that beneficiaries and institutions endorsed by communities participate in project-related decision making.

1.5 Stakeholder Principles / Best Practices

The project stakeholder engagement plan, following IFAD and National stakeholder engagement policies and guidelines, encourages adherence to the following guiding principles and/or best practices:

- a. Promoting an inclusive and diverse stakeholder engagement with a tailored approach for constructive, responsive, accountable, and transparent stakeholder engagement.
- b. Engaging stakeholders early on (in the designing stage) and throughout project implementation for ensuring fair, balanced, and inclusive participation in project governance and operation
- c. Ensuring clear and transparent communication with relevant stakeholders.
- d. Ensuring project's commitment for effective and meaningful stakeholder engagement by allocating sufficient budgetary resources.
- e. Respect for socio-cultural values and ethics of diverse stakeholder as one of the core principles of the engagement approach for ensuring effective participation and better results.
- f. Developing skills and capacities of the stakeholders through project activities for sustaining the project initiatives and results.
- g. Adapting collaborative approaches for safeguarding interests and concerns of all the stakeholders.

Purpose of the Stakeholder Engagement Plan

The purpose of the SEP is to ensure that a consistent, comprehensive and coordinated approach is taken to stakeholder engagement and project disclosure throughout the project. It is further intended to demonstrate the project's commitment, to an 'international best practice' approach to engagement. This SEP aims to ensure that stakeholder engagement is conducted based on timely, relevant, and accessible information. In this way, the SEP seeks to ensure that stakeholders are given sufficient opportunity to voice their opinions and concerns, and that these concerns influence project decisions. Specifically, the SEP

- Provides the approach to stakeholder engagement, showing how this will be integrated throughout the project
- Identifies the main categories of stakeholders and their role in the project
- Identifies the ways to stakeholder engagement undertaken throughout the project.

2.1 Objectives of Effective Stakeholder Engagement

The primary objectives of stakeholder engagement, a process to engage with the people or institutions that could be impacted by (or influence on) the project goal realizations, are outlined below:

- a. Integrating concerns, needs, and interests of key stakeholders for ensuring effective and efficient project planning and implementation for better outcome.
- b. Ensuring local ownership and participation of marginalized groups including women, youth, ethnic minorities (Indigenous People) and other vulnerable groups, in the project design and implementation for benefitting local community.
- c. Collaboration with diverse key stakeholders for increasing adaptability, sustainability, and replicability of the project results.
- d. Reducing probability of any negative impact of the project on local community, their institutions or environment by incorporating views of local stakeholders in project design and implementation.

Stakeholder Engagement Activities Undertaken

The preparation and the design of the project involved extensive stakeholder consultation as required as per national and IFAD policy and more so for project buy-in and sustainability. A series of stakeholder engagement activities were completed during the project preparation phase, some extending back to July, 2022 when the project concept was first being formulated.

The project design team interacted throughout the design stage with various relevant national, provincial and municipality and commune officials and agencies under the leadership of Ministry of Agriculture and Forestry MINAGRIF and IDA. Consultations kicked off with a meeting with the Secretary of State of Agriculture and concluded with a meeting with the Director of IDA.

The Mission met and consulted with other development partners who included: a) Food and Agriculture Organisation (FAO) of the United Nations; b) World Food Programme (WFP); c) United Nations Development Programme (UNDP); d) the African Development Bank (AfDB); e) the World Bank; f) the European Union (EU); g) France Development Agency (AFD); and h) United Nations International Children's Emergency Fund (UNICEF).

Municipalities visited

Province	Municipalities
Moxico	Municipality of Luchazes, Municipality of Bundas, Municipality of Alto Zambeze and, eventually, of Lucusse
Cuando Cubango	Municipality of Cuito Cuanavale, Municipality of Cuangar and Municipality of Calai
Bié	Municipalities of Tchitembo, Municipality of Cunhinga, Municipality of Chinguar and Municipality of Cuio
Lunda Sul	Municipalities of Dala, Muconda and Cacolo

Men, women and youth among other community groups were consulted List of people and institutions met is provided as Annex 2 of this Plan.

During the engagement process, a stakeholder analysis was performed to identify key stakeholders at the national and local levels, assess their interests in the

project, capacity and training needs, as well as defining their roles and responsibilities for project implementation. As a result of this effort, a Stakeholder Engagement Plan for the project was developed where the roles and responsibilities of the main participants in the Project are clearly identified.

The Project Design Team was able to note key recommendations from stakeholders and were able to incorporate these insights into the proposed project design with a focus on increasing sustainability and climate resilience of fishery value chains.

Stakeholders Identification and Analysis

4.1 Identifying Stakeholders

To develop an effective SEP, it is necessary to determine who the stakeholders are and understand their needs and expectations for engagement, and their priorities and objectives in relation to PRODESA project. This information is then used to tailor engagement mechanism for each type of stakeholder. As part of this process, it is particularly important to identify individuals and groups who may find it more difficult to participate and those who may be differentially or disproportionately affected by the project because of their marginalised or vulnerable status.

4.2 Preliminary Stakeholder Identification

Stakeholders for the purpose of this Programme have been identified (Table 1) and will continue to be identified on a continuous basis by identifying those people and institutions that have an interest in the successful planning and execution of the project including *special interest groups*. These include:

- Directly and/or indirectly project-affected parties (PAPs) and
- Interested parties (Environmental protection authority, Social and labour regulatory authorities, Contractors, Media, Civil Society etc)
- Project Management (funding agencies, executing agencies and partners etc.)

The *affected group* comprises of fishery community which will benefit from the services offered by the project. A subset of this category are the vulnerable groups which are women, youth and People with Disabilities (PWD). A significant factor in achieving inclusiveness of the engagement process is safeguarding the participation of vulnerable individuals in public consultations and other engagement forums established by the project. Vulnerable groups are persons who may be disproportionately impacted or further disadvantaged by the project as compared with any other groups due to their vulnerable status, and that may require special engagement efforts to ensure their equal representation in the consultation and participation in the program. Attention needs to be given to differences within the segments of the same categories e.g. how female youths are affected more than male youths.

Engagement is directly proportional to impact and influence, and as the extent of impact of the project on a stakeholder group increases, or the extent of influence

of a particular stakeholder on the project increases, engagement with that stakeholder group should intensify and deepen in terms of the frequency and the intensity of the engagement method used.

4.3 Project Affected (Primary Stakeholders)

These are organisations, individuals, groups or local communities that may be affected by the project, positively or negatively and directly or indirectly especially those who are directly affected, including those who are disadvantaged or vulnerable. The primary stakeholders identified for this project and issues raised include the following follows:

Table 1: preliminary list of Identified Project Affected Parties

Primary Stakeholder	Engagement or Interest
Farmers	End beneficiaries of the project (with a particular focus on; - women and youth - Indigenous people - small-scale producers and processors - small and medium agricultural enterprises
MINAGRIF	Lead implementing Agency. Will represent the Government of the Republic of Angola, the custodian of the project through a dedicated national Project Management Unit (PMU) - Chairs the Project Steering Committee - Oversees IDA/EDA implementation function
PMU	The PMU under the Project Coordinator with a full complement of sector fiduciary and safeguards specialists will be responsible for coordinating project management, implementation and supervision, fiduciary and safeguarding environmental social and climate aspects and M&E.
Project Steering Committee	The Steering Committee composed of representatives of key project stakeholders (relevant ministries, private sector, and civil society) will be responsible for the strategic direction, operational oversight of project activities and implementation progress, communication, and overall good governance of the project. It will: (i) provide political and strategic guidance and facilitate inter-sector coordination for activities not directly under MINAGRIF (ii) propose the project Action Plan and budget for the PMU and review annual project reports and support problem resolution. NB:Final decision-making authority will rest with MINAGRIF
MINAMB	Responsible for coordination, preparation, implementation and monitoring of environmental policies, particularly in the areas of biodiversity, environmental technologies and the prevention and assessment of impacts as well as environmental education. Currently, responsibility for E(S)IA and

Ministry of Finance	Fund Holder, allocation of funds, adjusting project activities, or extending the project timeline as may be required.
National Directorate for Prevention and Environmental Impact Assessment (DNPAIA)	Environmental Licensing, reviewing, commenting and approving E(S)IA reports.
Ministry of Energy & Water (MINEA) Ministry of Culture & Tourism Ministry of Planning Ministry of Fisheries & Marine Resources Ministry of Social Action, Family, & Women's Promotion Ministry of Industry & Commerce Ministry of Youth & Sports Ministry of Public Works Ministry of Education Ministry of Public Works, Urbanism & Housing	Other Ministries and departments responsible for agriculture and food security, climate change, natural resources and environmental management at national, provincial, municipality and commune level. PRODESA will need to engage with relevant line ministries and directorates to inform project activities such as developing implementation approaches and establishing policies. PRODESA will conduct ongoing stakeholder analysis to further define the categories of the beneficiaries.
Agrarian Development Institute (IDA)	Overseeing the project's implementation at provincial level. Responsible for defining and implementing extension services to support small farmers through the Provincial Agriculture Offices and the Agrarian Development Stations (EDA). IDA will delegate the day-to-day coordination and management of the project to a Project Management Unit (PMU).
Agrarian Development Stations (EDA)	Responsible for providing extension services to support small farmers
Provincial Project Steering Committee (PPSC)	To be established in each participating province and chaired by the Provincial Governor. The PPSC composition will include the Provincial Director of Agriculture, Livestock and Fisheries Directorate, the Provincial IDA representative, Provincial Directorates, a representative of civil society or NGO, a representative of the private sector, at least two representatives of beneficiaries/producers' organizations, and any other representative deemed necessary in guiding project's effective implementation.

4.4 Interested Parties (Secondary Stakeholders)

These are broader stakeholders who may be able to influence the outcome of the project because of their mandate, relationship and knowledge about the affected communities or political influence. The identified secondary stakeholders for PRODESA project would include donors (FAO, World Bank, and potentially others), Non-governmental Organizations (NGOs), and financial institutions, research institutions, academia and the private sector. They would participate in central and provincial level strategic discussions, support activities under Component 1, 2 and 3, participate in public-private dialogue platforms and in research.

4.5 Disadvantaged or Vulnerable Individuals or Groups

Disadvantaged/vulnerable individuals and groups are also those who may not have a voice to express their concerns or understand the impacts of the Project and are sometimes excluded from engagement and /or project benefits. Within both project affected parties and other interested groups, it is the project responsibility to give special consideration to stakeholders that may be disadvantaged or vulnerable. The project will consider engagement approaches to ensure participation of those who represent the interests of vulnerable individuals or groups activities in policy development, studies, outcomes of technical assistance etc. Vulnerable groups include C.1 farmer households, agro-pastoralists, women (including female headed households), Internally Displaced Persons (IDPs), people living with disabilities and indigenous people. These groups may have distinct livelihoods activities and be more vulnerable to shocks within food systems, which need to be considered.

4.6 Continuous Stakeholder Identification

The above list is not exhaustive and as the project gets underway, the PMU should develop a detailed list, identifying emerging and all possible stakeholders, their specific information needs and the appropriate models of engagement as well as feedback mechanisms. The consultation process shall ensure that all those identified as stakeholders are conferred with. Active engagement of all stakeholders will facilitate a common understanding of the specific opportunities and constraints which can be the foundation for deeper harmonization and coordination of the various support services.

The project will ensure continuous stakeholder mapping and a more targeted selection of the stakeholders to engage throughout the process. Emphasis will be put on bringing on board stakeholders from both public and private sectors and incorporating them into the project governance structures (steering and technical committees) and will also be consulted during the various stages of the value chain processes specifically on marine ecosystem restoration and climate resilient fishery technology.

4.6 Stakeholder Needs

The above stakeholders will play an important role in the management and implementation of the project activities. The PMU and implementing partners will be responsible for the overall institutional structure. Table 1 below gives an example of a stakeholder needs assessment describing the key characteristics, specific needs and means of communication to be used with major stakeholders.

Table 2: Example of Stakeholder needs assessment

Community	Stakeholder Group	Key Characteristics	Language Requirements	Means of Communication	Specific Needs
Rural men and women	Members of the community that are not fluent	Approximately a quarter of the adult population from Angola	Use of local language	Community network, Radio, Meetings Visual posters	Meetings in the afternoon carried out with the community

	in Portuguese language	does not read or write, and many citizens only speak local languages			(the mornings are generally reserved for agricultural activities
The San community	Not fluent in Portuguese	Very distinct culture and language, often marginalized by society	Own local language	Culturally appropriate means of communication probably through a community interpreter and traditional leadership	Distinct cultural practices need to be identified

Stakeholder Engagement Plan

5.1 Purpose and Goals

The purpose and goals of the stakeholder engagement plan are summarized below.

- a. Adding value to project activities.
- b. Ensuring accessibility of information, by all stakeholders, to inform sense making processes.
- c. Encouraging adherence to values of transparency, trust, equity, and fairness.
- d. Promoting responsiveness to identified needs and the highest ethical standards and respects for differing priorities and values.
- e. Ensuring local ownership, including ethnic minority communities, and the creation of outputs that are relevant and of benefit to communities and organizations.
- f. Including different types of stakeholder groups in participation processes and benefit distribution, including but not limited to engagement, capacity building, employment, skills transfer, sharing of knowledge and the increase of cultural awareness.
- g. Developing mechanisms to manage conflicts in the public interest.
- h. Being flexible to adapt to changing circumstances.
- i. Fostering well-coordinated and planned implementation.
- j. Generating, and responding to, feedback.

5.2 Stakeholder Engagement Considerations

The following considerations should be made when planning for stakeholder engagement:

Resourcing Stakeholder Engagement: Stakeholder engagement requires resources as it takes time to develop and build trust-based relationships with stakeholders. Relationships with stakeholders should develop and grow, and that

these relationships should be sustained. Additional stakeholders might be identified that also want to be engaged. Some stakeholders will need to be educated about the concept of engagement itself, as well as on the complex issues requiring specialised and technical knowledge. These demands can increase the cost of consultation required to meet external expectations.

Managing expectations: Stakeholders can have unrealistically high expectations of benefits that may accrue to them from the Project and as such the engagement information must be clear on what they can and cannot do, establishing a clear understanding of their roles and responsibilities. The engagement processes should provide PMU with an opportunity to develop relationships with stakeholders and potential Programme partners.

Securing stakeholder participation: Cultural norms and values can prevent stakeholders from freely participating in meetings. Often there are conflicting demands within a community, and it can be challenging for the Project to identify stakeholders who are representative of common interests. There may be a need to employ local officers who are sensitive to local power dynamics e.g. an individual from certain community who is working at the district level or attached to the PMU but who understand the issues well.

Consultation fatigue: Stakeholders can easily tire of consultation processes especially when promises are unfulfilled, and their opinions and concerns are not taken into consideration. Often stakeholders feel their lives are not improving because of the Project and this can lead to consultation meetings being used as an area to voice complaints and grievances about the lack of development. Implementing Partners must not make promises to stakeholders; expectations should be managed through dissemination of accurate information. Opinions for stakeholders should be treated as feedback to the Project and other Programme partners and specialists.

5.3 Planning for Stakeholder Engagement

Prior to the commencement of stakeholder's engagement activities, meetings shall be scheduled with relevant traditional authorities, community representatives, political leaders, ministries and departments, media, and other Interested & Affected Parties (I&APs). The purpose of these meetings shall be to refine stakeholder's engagement strategy to meet the requirements of I&APs and ensure that future communication is effective and cognizant of all social sensitivities.

The PMU will establish an operational plan in line with proposed project activities to ensure the participation and engagement of the stakeholders, ensuring that each group gets involved as defined and receive the agreed information. The plan must ensure a balance in the involvement and benefits between different gender segments and the participation of vulnerable groups, ensuring that the project's objectives are met in terms of contributing towards wealth creation, and improve food and nutrition security among the rural population. Regular meetings will be scheduled with the representatives of the groups of actors involved in the project, for the revision of the plan, activity progress and necessary adjustments according to probable changes in the initial context during the execution of the Project.

5.4 Stakeholder Consultation Techniques/Methods

There are a variety of engagement techniques used to build relationships with stakeholders, gather information from stakeholders, consult with stakeholders, and disseminate project information to stakeholders. For the engagement process to be effective and meaningful, a range of techniques need to be applied that are specifically tailored to the identified stakeholder group. The format of every engagement activity should meet general requirements on accessibility, i.e., should be held at venues that are easily reachable and do not require long commute, entrance fee or preliminary access authorization, cultural appropriateness (i.e., with due respect to the local customs and norms), and inclusivity, i.e., engaging all segments of the project affected parties including the vulnerable individuals. If necessary, logistical assistance should be provided to enable participants from the remote areas, persons with limited physical abilities and those with insufficient financial or transportation means to attend public meetings scheduled by the project. Particular attention will be given to the vulnerable groups to ensure that they are not denied Programme benefits.

Amongst the engagement techniques that can be used are project's website and established communication channels such as Farmer Field Schools, use of media, agricultural shows, demonstrations, public meetings, emails and letters, print and electronic media, distribution of printed project documents, interviews, workshops, focus group meetings, surveys, communities of practice and independent evaluations. To ensure effective engagements, it is important to uphold the principles of; (i) openness and life-cycle approach, (ii) informed participation and feedback, and (iii) inclusiveness and sensitivity to stakeholders' needs. Special attention is given to vulnerable groups, in particular women, youth, elderly, indigenous peoples and diverse ethnic groups.

In the event of an emergency (e.g., floods or disease outbreak) however, there need to be a paradigm shift as to how engagement processes are carried out to minimize risk of infection and spread of the disease. There is need to do a cost-benefit analysis and strike a balance between virtually based communication channels and those that need physical interaction.

The key stakeholder's engagement activities to take place during the project preparation stage through implementation and closure are as follows;

Preparation Phase: The engagement will include a series of stakeholder meetings/workshops that will be hosted by MINAGRIF/IDA/EDA and IFAD team. The meetings will engage all the relevant identified affected and interested parties.

Implementation Phase: This phase will commence with an official project national launch inception workshop where key players under the project will be announced, and their roles highlighted. The inception workshop will provide an opportunity for stakeholders with the most updated information on the project, refine and confirm the work plan and results framework, and will establish a basis for further consultations as the project implementation phase commences. The launch is expected take place within three months of the project's effectiveness date. Provincial inception workshops will be held thereafter with the objective of elaborating roles and responsibilities and the budget and workplan.

The Steering Committee will meet at least twice a year, while the Technical Committee will meet every quarter.

Other meetings and workshops including mission support visits as well as general progress meetings will be organized as the need arises and stakeholders will be notified through written correspondences at least two to three weeks before the event.

In case of any stakeholder consultations meeting/workshops, either virtual or face-face, the PMU will strive to provide relevant information to stakeholders with enough advance notice (10-15 business days) so that the stakeholders have enough time to prepare and to provide meaningful feedback. The PMU will gather written and oral comments, review them and report back to stakeholders on how those comments were incorporated, and if not, provide the rationale for reasons for why they were not within 14 working days from the stakeholder consultation event.

5.5 Additional Engagement Methods

Other Engagement methods that the project will consider include the following.

Combination of semi-structured interviews and questionnaire surveys

To collect more information and to objectively understand stakeholders' situation and thinking, the project will employ both semi-structured interviews and questionnaire surveys at the beginning of project implementation.

Focused group discussions

Focused group discussions will be applied to collect information from targeted stakeholders or groups of people. During the implementation phase, the project will also consider focused group discussion to support monitoring and evaluation activities.

Participatory rural surveys

The project may conduct participatory rural surveys in the selected implementation areas to identify community members who have interests and the level of capacity they have. Then a study tour will be arranged to build trust and common understandings between the project, partners and the local community members.

Conservation Agreement

Conservation agreement is an approach to engage communities to conduct natural resources conservation (land, forests, water, soil) actions together with outsiders interventions. Conservation agreements might be reached and signed between FFSs, commune administration and the municipality. It is critical to conduct this process in a transparent manner with all partners in full understanding of the terms of engagement.

Stakeholder engagement platforms

The project will facilitate long-term stakeholder participation, with a special emphasis on the active participation of women, ethnic minorities, youth and other

vulnerable groups, and enhancement of multi-level and cross-sectoral coordination for achieving project objectives, outcomes and outputs.

Engagement with the civil society

The civil society has an important role with respect to introducing innovation to biodiversity conservation, promoting social inclusion, as well as advocating for policy reform and accountability from the government and private sector.

Civil society organizations will be engaged throughout the project, e.g., they will be invited to tender on project activities, such as delivering capacity building, community engagement, alternative livelihoods, knowledge management, gender mainstreaming, etc.

Gender mainstreaming and Social Inclusion

It is necessary to identify key opportunities and actions that the project will implement to ensure equitable participation by women, strengthen the representation of women in decision-making processes, and promote women empowerment.

Private sector engagement

Partnerships with private sector enterprises at national, provincial and local level will be explored during project implementation, as part of the interventions aimed at sustainable utilisation of marine resources, climate smart pre/post post-production technology and sustainable livelihood initiatives for local communities.

Below are some of the techniques that may be used to reach out and engage stakeholders as and when necessary.

1.5 Proposed Strategy for Consultation with Stakeholders

The Project will make consultations with all identified stakeholders with the aim of creating awareness, improving access to information and receiving/giving feedback on project implementation. Different channels of communication (e.g., emails, website, social media platforms, WhatsApp groups, etc.) will be used to ensure information flow between the project and its stakeholders. The documents that will be made public will include the ESCMF/ESCMP, Targeted Adaptation Assessment, Labour Management Plan, SEP, GRM and other necessary documents. To ensure feedback, PRODESA will provide means of soliciting comments from stakeholders.

The views of vulnerable or disadvantaged groups (VDGs) including the San Indigenous community will be sought before commencement of the project as well as during the project implementation. In depth analysis is required to fully understand who the vulnerable and disadvantaged groups are and what their issues are that relate to specific elements of the project. Their interests will be reflected in any policy and/or strategy document developed during the implementation of the project, through engagement of their representatives.

PRODESA will emphasise the need to engage with and consider the views of VDGs in all Terms of Reference either for consultancy services for policy assessments at the national level, policy and strategy development reports at the regional level and any other studies or assessments. All written comments on reports will be

sent by email to the stakeholders. After receiving stakeholders' comments the PMU will review and send them back within 14 working days. All oral comments during consultation meetings will be considered as an action item.

1.6 Proposed strategy to incorporate the vision of vulnerable groups

Vulnerable groups may include the elderly, people with disabilities, children, illiterate people, as well as traditionally disadvantaged local communities, such as the San in the South. These social groups often face barriers to participating in public consultation meetings and even if they do participate in community meetings, they may not understand the project impacts presented due to language barriers (or feel inhibited due to their status in the community) and are therefore not always able to freely express their concerns and interests about the project.

Vulnerable people need to be identified throughout the design and implementation of the project, so that their limitations (physical and mental) are mapped and appropriate measures are taken to ensure that they have equal opportunities to express their concerns and opinions about the project.

To address people's physical limitations, the project will provide transportation from homes to the consultation locations. In addition, meeting locations will be selected to ensure universal access for people with disabilities. The PMU will ensure that children, the elderly and the sick are well represented by their parents/family members.

Individualized meetings will be arranged, where possible, with vulnerable people to ensure that the benefits of the project also accrue to them. The Project will encourage vulnerable people to file complaints and will commit to providing timely responses to complainants. Vulnerable people will be informed in advance about the existing GRM so that they can access it whenever necessary.

The proposed strategy for consultations is presented below:

Table 3: Stakeholder Consultation Strategy

STAGE	OBJECTIVES	KEY ACTIVITIES	TARGET STAKEHOLDERS	RESP.
Preliminary Engagements	- To gain a preliminary understanding of the scope of the PRODESA project and relevant stakeholders (PDR, PIM and AWPB) - Review, development, approval of ESCMF/ESCMP, SEP, GRM, LMP, TAA, Annual Budget and Work Program	- Stakeholder identification process Email - meetings - Trainings for PMU	- Government Ministries and state departments - Provincial and district delegations - Communities - Local/traditional Leadership	- PMU - IDA/EDA
Project set up and launch	To meet key stakeholders and introduce them to the Project scope and rationale	- Press release - Project inception workshops - Project Management Offices / focal points	- Government Ministries and departments, Provincial and municipality designations - Communities, - Local Leadership	- PMU - IDA/EDA

STAGE	OBJECTIVES	KEY ACTIVITIES	TARGET STAKEHOLDERS	RESP.
	- Project coordination, roles and responsibilities and timelines - To disclose the Project documents in the public domain to all interested and affected stakeholders, - To gather issues of concern and through this identify a list of potential negative and positive impacts, - General information about the project, project justification, alternatives, regulatory context, baseline of the project area, list of negative and positive impacts, ESC principles and standards, studies to be carried out (ESIA/EIA etc) and documentation content	- Meetings with key stakeholders to facilitate the broader stakeholder's engagement process, - Dissemination of background information documents, posters, media notices etc.), - Consultations through training workshops with GRM focal points, and all other stakeholders - Feedback from stakeholders.	- Consultants, - Extension Officers - NGOs - Vulnerable Persons	
	Disclosure of the ESCMF/ESCMP, TAA, GRM, Labour Management Plan and other Programme specific Reports.	- Disseminate all the relevant project documentation to all stakeholders, - Expound the contents of the project specific Reports to all stakeholders	- Government Ministries and state departments - Provincial and district delegations - Communities - Local Leadership - General Public - Media	- PMU - IDA/EDA
Project implementation and monitoring	M&E framework, Progress reports, policy issues, etc.	Progress update Meetings, workshops, emails	Implementing Agencies	- PMU - IDA/EDA
	- Registration of land plots - Construction-related safety measures and pertinent plans - Employment opportunities; - Environmental concerns; GBV awareness-raising			
	Knowledge management and communication product			

Future Project Phases

The Project will implement a reporting system that will enable information gathering, analysis and dissemination of the Project to interested/affected people. Monthly reports on the ESCMF will show how environmental, social and climate

issues are being addressed and what the main challenges are. The implementation of the SEP will also be monitored by monthly reports produced by IDA/EDA

The PIU will also invite a limited and representative number of stakeholders to an annual meeting to review project progress, assess challenges, and plan future actions.

5.6 Information Disclosure

The type of information to be disclosed to the various stakeholders depends on their interests and how they will be affected by the project – or how PRODESA activities may be affected by them. Thereafter various communication tools can be utilized for the engagement process, such as:

- Programme notices published in local newspapers,
- Radio advertisements,
- Direct mailings to communities,
- Presentations with or without focus group sessions),
- Targeted e-mails,
- One-on-one meetings, presentations, seminars, workshops, e-mails, and phone conversations with stakeholders,
- Site tours, and
- The use of social media

Roles and Responsibilities

The management, coordination and implementation of the SEP and its integral tasks will be the responsibility of dedicated team members within the PMU through Environmental and Social and Climate Safeguards Specialists whose roles and responsibilities of the organizations are presented below.

The Project Management Unit

The PMU will be accountable for ensuring that PRODESA achieves its development objectives and for oversight of all day-to-day operations of the Project. The PMU will also be responsible for all reporting requirements of GoA and IFAD related to the project. The PMU under the oversight of MINAGRIF/IDA will work closely with relevant stakeholders to ensure that the SEP is implemented in a successful manner.

Environmental and Climate Safeguards Specialist

The person will be responsible for the management of Programme related environmental safeguards issues and will have oversight over all stakeholder engagement activities as well as other Programme specific safeguards documents. Responsibilities will include the following:

- Continuous development, implementation and monitoring of the stakeholder's engagement plan and other Programme specific documents
- To bring together the different stakeholders engaged in climate financing and develop joint strategies and plans, ensuring that key stakeholders are engaged while creating and maintaining momentum. Liaise with the

Project Coordinator to ensure that stakeholders engagement requirements are understood

- To develop and maintain the stakeholder database/map and
- Proactively identify stakeholders, Programme risks and opportunities and inform Programme Coordinator to ensure that the necessary planning can be done to either mitigate risk or exploit opportunities.
- To initiate the Technical Working Group on environment protection and Climate Change, identifying participants, organizing several initial meetings, and ensuring the technical committee or technical Working group is a useful and efficient instrument for technical collaboration.
- To organize regular meetings and/or prepare regular communications, in close collaboration with the PMU
- To ensure compliance with SECAP and national regulations social and environmental standards, and regularly review and update the social and environmental assessment procedures.

Gender and Social Inclusion Specialist

The Social Inclusion Specialist will be responsible for the management of Programme related social safeguards issues. He/she will oversee all stakeholder engagement activities regarding the implementation of the GRM as well as other Programme specific documents. Responsibilities will include the following:

- Continuous Development, implementation and monitoring of the stakeholder's engagement plan, GRM and other Programme specific documents
- Guiding and overseeing community sensitization processes, ensuring that key information reaches all intended target groups, that beneficiary selection is transparent and in line with pre-defined criteria and that all target groups participate in relevant programme decision-making processes.
- Liaising with local stakeholders regularly to disseminate information about social risk mitigation activities considered by the project.
- Liaise with the Project Coordinator to ensure that stakeholder engagement requirements are understood.
- Maintain the stakeholder database and
- Proactively identify stakeholders, Programme risks and opportunities and inform Programme Coordinator to ensure that the necessary planning can be done to either mitigate risk or exploit opportunities.

Resources and Budget

The design and implementation of a detailed and accurate SEP will be the overall responsibility of the PMU. The Project Coordinator will oversee the SEP implementation to ensure the success of the project.

Training

All the project implementing partners and PMU team members will attend a workshop whose focus will be to bring awareness on the Project design, SEP, GRM, Gender and Social Inclusion Plan as well as other project specific documents. The

training can be organised at multi-level to accommodate all stakeholders and allow free expression of concerns regarding the project.

Budget

The Project Coordinator will ensure that the PMU has an adequate standing budget allocated towards the Stakeholder Management Programme. The preliminary breakdown of cost centres (excluding staff time) is presented in table 4 below.

Table 4: Breakdown of Cost Items

Stakeholder Engagement Activities	Amount (USD)	
Baseline and end-of-project knowledge, attitudes and practices (KAP) surveys	Main Costs	Project
Conduct participatory rural assessments		
Develop and implement environmental education activities		
Trainings, workshops, meetings		
Travel expenses		
Communication materials (audiovisual and print production costs)		
Total		

Grievance Redress Mechanism

The implementation of this project may generate several challenges and complaints especially those which relate to infringement of rights of sections of the society, unequal sharing of resources and exclusion from the project benefits. Most of the grievances though are expected to be minor and site-specific. They are likely to revolve around nuisances generated during construction such as noise, dust, vibration, workers disputes etc. Often, they can be resolved easily on site. Other grievances are more difficult especially when it's about land boundaries, or misunderstandings between affected households and the Contractor regarding access arrangements. Most of these cannot be resolved immediately and on site.

MINAGRIF/IDA will establish and implement a transparent, fair and free-to-access project-level Grievance Redress Mechanism (GRM), approved by stakeholders, which will be put in place at the start of implementation. Interested stakeholders may raise a grievance at any time to the PMU, EDA/IDA/MINAGRIF and/or IFAD country office.

MINAGRIF/IDA will establish a sub-committee for the GRM at all levels, and for the development and oversight of the mechanism, including reporting on the work of the GRM to all stakeholders.

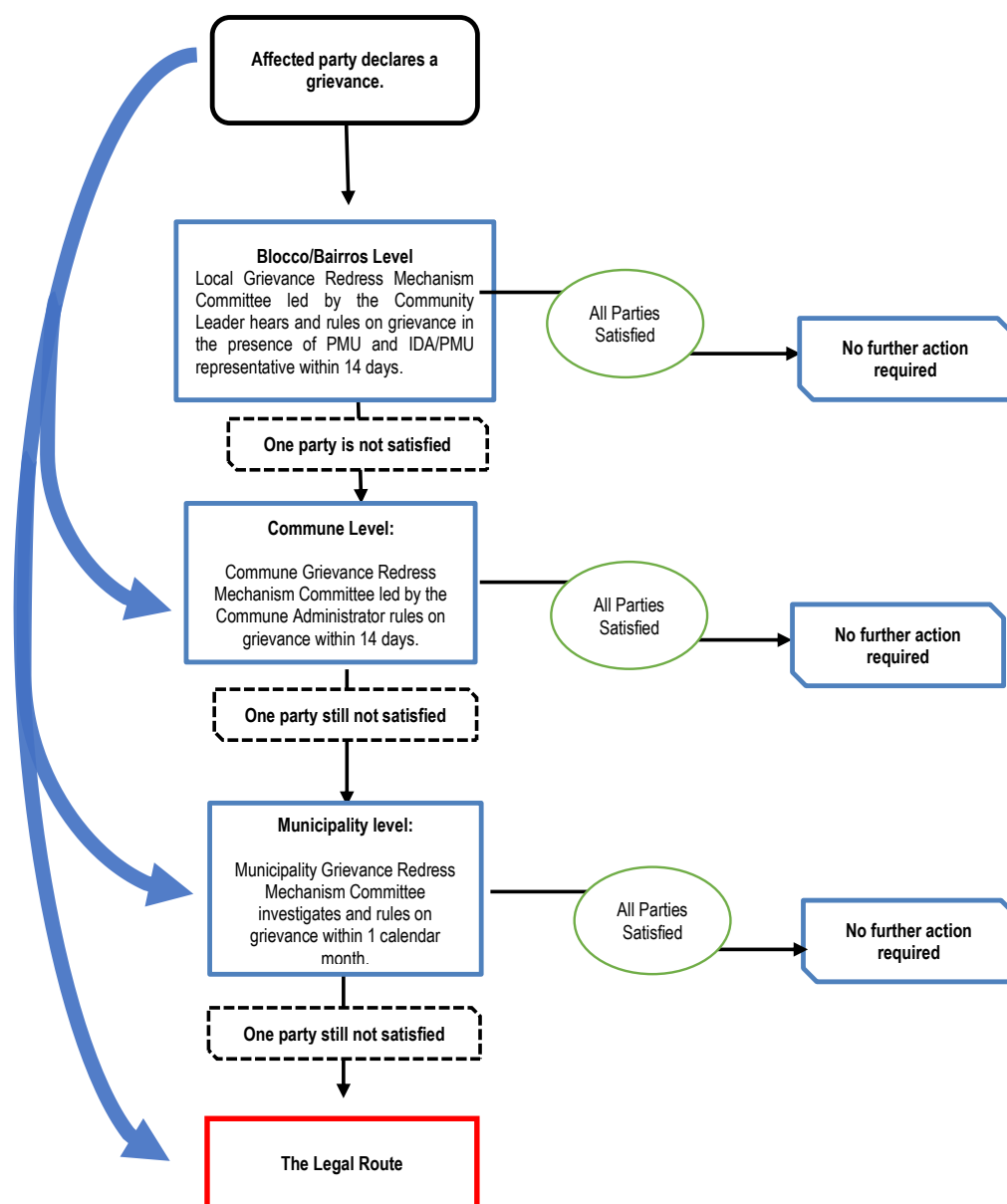


Figure 1: Community Grievance Redress Mechanism

The legal route includes Municipal, Provincial Court and Supreme Court as well as Constitutional of Angola. These courts handle both civil and criminal cases. With regards to complaints and cases during PRODESA implementation, people with complaints will have opportunity to take cases to these courts for review and determination on course of action. Such cases may include review of amount of compensations, cases of theft of valuable property as well as physically harming each other.

The mandate of the GRM Committee will be to:

- (i) receive and address any concerns, complaints, notices of emerging conflicts, or grievances (collectively "*Grievance*") alleging actual or potential harm to affected person(s) (the "*Claimant(s)*") arising from Project.
- (ii) assist in resolution of Grievances between and among Project Stakeholders; as well as the various government departments, civil society organizations, local communities, and others (collectively, the "*Stakeholders*") in the context of the project.
- (iii) Conduct itself at all times in a flexible, collaborative, and transparent manner aimed at problem solving and consensus building.

The functions of the GRM Committee will be to:

- (i) Receive, Log and Track all Grievances received.
- (ii) Provide regular status updates on grievances to claimants and other relevant stakeholders, as applicable.
- (iii) Engage the project Steering Committee members, government institutions and other relevant stakeholders in grievance resolution.
- (iv) Process and propose solutions and way forward related to specific grievances *within a period not to exceed thirty (30) days* from receipt of the grievance.
- (v) Identify growing trends in grievances and recommend possible measures to avoid the same.
- (vi) Receive and service requests for, and suggest the use of, mediation or facilitation.
- (vii) Elaborate bi-annual reports, make said reports available to the public, and more generally work to maximize the disclosure of its work (including its reports, findings and outcomes).
- (viii) Ensure increased awareness, accessibility, predictability, transparency, legitimacy, and credibility of the GRM process.
- (ix) Collaborate with partner institutions, civil society organizations, and other entities to conduct outreach initiatives to increase awareness among stakeholders as to the existence of the GRM and how its services can be accessed.
- (x) Ensure continuing education of Project Board members and their respective institutions about the relevant laws and policies that they will need to be aware of to participate in the development of effective resolutions to grievances likely to come before the GRM.
- (xi) Monitor follow up to grievance resolutions, as appropriate.

Due diligence will be exercised by the local project representatives to first resolve grievances locally, in a manner sensitive to local social and cultural norms. If the local process does not result in resolution of a grievance, the case will be upgraded to the PMU, with the process managed by the Project Coordinator and IDA/EDA Directorate providing guidance and signing off on written responses to grievances.

The project will develop an online (e.g. SMS or WhatsApp) application as one of the methods for stakeholders to lodge a grievance under the project-level GRM.

Monitoring and Evaluation

The implementation of the stakeholder engagement plan will be monitored and evaluated through the 8-year project timeframe. Stakeholder engagement details will be captured through updated stakeholder list, records of all consultations held and records of all grievances received and dealt with (entered into a Grievance log on the system or a computer) among other various knowledge products. Adaptive management measures will be put in place, as needed, to adjust the plan to current circumstances and according to the findings of monitoring and evaluation efforts.

Monitoring and evaluation of the implementation of the stakeholder engagement plan are part of the project M&E plan, and co-financing contributions are included.

Labour Management Plan

10.1 Overview of the LMP

As outlined in its strategic framework, IFAD's overarching development goal is to invest in rural people to enable them to overcome poverty and achieve food security through remunerative, sustainable, and resilient livelihoods. More than three quarters of the world's poor live in rural areas and many of them depend on agriculture to earn a living. The majority of rural workers hold precarious and poorly remunerated jobs in the informal rural economy. Youth in particular face disadvantages in accessing productive and gainful jobs, due to their limited access to productive resources, including land and credit, and markets. As IFAD invests in rural livelihoods, it works to improve working conditions and foster the application of labour standards in rural settings, as these are among the main factors that undermine the well-being and productive potential of rural populations. To ensure that no one is left behind, IFAD targets disadvantaged workers in its projects, particularly youth, women, people with disabilities and migrant workers.

As such, IFAD's SECAP Standard 5: Labour and working conditions aims to ensure that IFAD investments to promote rural employment respect the fundamental rights of workers. Therefore, all private sector actors (or any other entity) that will be engaged in the project, will adhere to the LMP to ensure SECAP compliance prior to engagement in any project activity. Private enterprises that will provide services within the project shall also sign a safeguards commitment letter to implement all measures stipulated in the ESCMF.

To the extent that provisions of national law and employer policies satisfy the requirements of Standard 5, these would be applied and the applicable party would not need to duplicate such provisions in additional project-specific labour management procedures. An assessment, undertaken as part of the scoped ESIA's and ESCMPs and targeted assessments, should identify whether the applicable party (employer, contractor) has appropriate human resources policies and occupational health and safety management procedures to address and manage identified labour risks and impacts and to meet the Standard 5 requirements.

The LMP requirements shall:

- Comply with minimum age threshold set out in International Labor Organization (ILO) Conventions or national legislation (whichever offers the greatest protection to young people under the age of 18) and expect certification by contractor that children under 18 are and will not be employed in hazardous work, and if involved are only doing light work with security and safety standards respected and enforced.
- Check the activities carried out by young workers and ensure that children under 18 are not employed in hazardous work, including in contractor workforces. Hazardous work will normally be defined in national legislation and will be likely to include most tasks in construction and several in agriculture.

- Assess the safety risks relating to any work by children under 18 and carry out regular monitoring of their health, working conditions and hours of work
- Ensure that any workers aged 13-15 are only doing light work outside school hours, in accordance with national legislation, or working in a government-approved training programme
- Ensure that contractors have adequate systems in place to check workers' ages, identify workers under the age of 18 and to ensure that they are not engaged in hazardous work, and that their work is subject to appropriate risk assessment and health monitoring

In addition, the Project will ensure that appropriate wages will be paid per assigned tasks. Security and safety standards will also be respected and enforced. The project Grievance Redress Mechanism will provide for a fair and free from influence entry point for their potential complaints and/or grievances. The Complaints Register and Grievance Redress Mechanism will provide an accessible, rapid, fair and effective response to concerned stakeholders, especially any vulnerable group who often lack access to formal legal resources.

For any Contractors and/or sub-contractors, due diligence will be conducted as necessary to ascertain that third parties who engage project workers are legitimate and reliable entities and have in place appropriate policies, processes and systems that allow them to operate in accordance with the minimum requirements herein.

10.2 Introduction

This Labour Management Plan (LMP) will facilitate planning and assist the PMU and Contractors in ensuring that project implementation adheres to the requirements of IFAD SECAP Standard 5: on **Labour and Working Conditions**. The LMP therefore identifies the main labour requirements and risks associated with the project and will guide the PMU in determining the resources necessary to address project labour issues.

The LMP has been prepared as a safeguard to address labour related issues that may arise during project implementation given the past and existing socio-political and economic conditions in Angola. This LMP has been guided by IFAD's SECAP (standard 5 and its guidance notes) requirements and is in line with the national labour regulations (albeit limitations in implementation). The LMP will enable different project-related parties (e.g. staff of the PMU, implementing agency (IDA/EDA), contractors and sub-contractors and project workers) to have a clear understanding of what is required on specific labour issues.

The GoA recognizes that sound worker-management relationships, fair treatment of workers, promotion of gender equality and protection from gender-based violence (GBV) and provision of safe and healthy working conditions enhances development benefits of a program. It is for this reason that the LMP has been prepared for PRODESA.

The objectives of the LMP are to:

- To promote safety and health at work

- To promote appropriate labour practices which include non-discrimination and equal employment opportunity to all eligible community members
- To protect program workers, including vulnerable workers such as women, persons with disabilities, migrant workers, contracted workers, community workers and primary supply workers, as appropriate
- To prevent the use of all forms of forced labour and child labour
- To support the principles of freedom of association and collective bargaining of program workers in a manner consistent with national law and
- To provide program workers with accessible means to raise workplace grievances.

10.3 Types of workers anticipated

It is expected that PRODESA will engage different categories of workers. These will include: Direct Workers, Contracted workers, Community Workers, Migrant workers and Primary Supply Workers. The exact number of workers will be confirmed once sub-project activities have been specified and agreed on.

Characteristics of project workers

The project will include direct workers e.g. PMU, civil servants from the line ministries, local workers, national or international migrants, community workers, female workers, all these workers will be aged 18 years and above.

Timing of labour requirements

The timing and sequencing of labour requirements in terms of numbers, locations, types of jobs and skills required will be available during sub-project implementation.

Direct Workers

Government civil servants from the Ministry of Agriculture (MINAGRIF, PMU, IDA, EDA, MINAMB etc), subject to the terms and conditions as governed by Angola's Constitution (2011) and the New General Labor Law (NGLL), which came into effect on 26 March 2024. The Constitution and the Labor law both prohibit child labour and forced labour.

Contracted Workers

People engaged through third parties, in particular PMU/IDA as the lead technical partner to perform work related and core functions of the project. The category will also include field personnel directly contracted by PMU and based at various project sites within the states/counties.

Community workers

The community workers including beneficiary households will be engaged to provide community labour for the rehabilitation and any construction works. PRODESA will prioritise recruitment of local unskilled labour and the following terms and conditions will guide management of community workers participating in the project;

- Community workers to be involved in the construction works should be above 18 years of age

- Where wages are applicable, contractors should observe government set minimum wage rate and workers will have an opportunity to negotiate their wages higher.
- Community workers working on voluntary basis will work as per the agreed timeframe by community members themselves. However, hours of work for these workers shall not exceed 4 hours in a day.
- Where wages are applicable, payment of wages will be done monthly on the agreed day of each month.

The community workers will be identified during the project implementation stage and the LMP will be updated accordingly.

Migrant workers

The project shall thrive to engage local skilled and unskilled labour as well as community workers from the locality of the project's impact area. However, where skilled workers are not available in the locality, it is expected that workers from nearby communities will be involved and will be considered as "internal migrants". As part of the environmental and social assessment, the program identified potential risks of child labour, forced labour and serious safety issues which may arise and this will closely be monitored by the PMU.

Primary Supply Workers

People engaged by MINAGRIF/IDA/EDA/PMU/Contractors as primary suppliers. These include, for example, suppliers of construction materials including aggregates, bitumen and precast concrete interlocking blocks or other goods required.

Project activities

The type and location of the project activities are yet to be identified. Significant use of labour is mostly expected to arise from the rehabilitation activities and any construction works. Workers will be involved in a number of activities like infrastructure construction, operations and maintenance, lifting of heavy materials among others. These activities may pose occupational safety and health risks to workers.

The health and safety risks to which workers and community members may be exposed will be assessed during implementation. The ability to prevent or eliminate such risks or, if the risk cannot be prevented or eliminated, measures to protect community workers from exposure will be explored. This will be done through the project environmental and social screening process.

10.4 Labour Risk Identification and Analysis

A number of labour related risks are anticipated during the implementation of the Project which include;

- Occupational Safety and Health risks
- Gender Based Violence (GBV)/Sexual Exploitation and Abuse and Harassment
- Risk of communicable diseases including HIV/AIDS and other STIs,
- Non-compliance with GoA labour laws and regulations
- Discriminatory policies or practices that deny equal opportunity

- Restrictions on freedom of association and collective bargaining
- Limited understanding and implementation of Occupational Health and Safety (OSH) requirements
- Identification crises (returnees, IDPs, refugees)
- Influx of migrant workers
- Exposure to extreme weather conditions such as high temperatures and floods
- Child labour
- Political and ethnic influence in hiring processes
- Possible accidents or emergencies

The project will address these risks by undertaking site specific risk assessments and incorporating mitigation measures for the identified risks into the program specific environmental, social, health and safety management plans to be developed by each sub-project.

Table 1 below presents a summary of the possible mitigation measures for the potential identified labour related risks.

Table 5: Possible mitigation measures for the potential risks

Potential Risks	Proposed mitigation measures
Occupational Safety and Health Risks In general, the working conditions in Angola especially in the agricultural sector are poor and the project needs to ensure that such working conditions are not accepted. The impact is significant in that it may manifest in exploitation of the very community that the project intends to benefit, community workers, but also contracted workers may be affected.	Supervision of Labour Management Practices for contractors, community workers, and direct workers and consultants • Ensure contractors adopt principles of decent work and the associated work programme in Angola • Ensure grievance mechanisms are known and accessible to workers • Promote nutrition-sensitive meals during working hours • Supporting first-aid box and to provide minimal level of training • Provide appropriate and adequate Personal Protective Equipment (PPE) to workers • Train workers regularly on occupational safety and health risks prevention • Enforce the use of PPE by workers • Facilitate the formation of Occupational safety, Health Welfare Committee
Risk of communicable diseases. Spread of HIV and AIDS, Population movement due to labour influx may result in the spread of diseases.	Communication of risks to be conducted through locally appropriate means – targeting specific social groups and genders. • Sensitize workers and communities on communicable diseases including HIV, STIS, and ways of preventing them

	• Encourage workers and communities to go for voluntary screening/ medical check-up/testing • Provide Information, Education and Communication materials on different communicable diseases
Increased risk of influx of migrant workers & competition with locals	• Prioritise recruitment of locals and engage all nonskilled labour force from surrounding communities to minimize the risk of migrant workers and associated negative impacts.
Gender Based Violence, Sexual Exploitation and Abuse – Both for workforce and local communities, particularly under aged girls	• Sensitize workers and surrounding communities on dangers and prevention of Gender Based Violence • Provide equal employment opportunities to men, women, youth and people living with disabilities • Prepare, adopt and implement worker's code of conduct • Prepare and implement GBV/SEAH Action plan • Compulsory training and awareness to workers on GBV/SEAH • Carry out community sensitization • Promote women and girl's empowerment
Child labor – Disturbance of child's education, health and safety	• Sensitize surrounding communities on issues of child labour • Employ people that are aged 18 and above • Restrict engagement of under aged herders • Verify age using IDs • Develop and implement Action Plan to Address GBV and SEAH against children
Discrimination and exclusion of vulnerable groups	• Development of Workers Grievance Redress Mechanism (WGRM); and • Implement a deliberate policy for gender equality • Develop deliberate mechanism to monitor participation of vulnerable groups in all activities
Discrimination against women in employment	• Contractors are compelled to safeguard the interests of women, including gender parity at the workspace, prohibiting, preventing and punishing sexual harassment and other forms of GBV towards female workers • Provide appropriate sanitation facilities at workplace • Provide appropriate PPE for women

	• Develop and implement Action Plan to Address GBV and SEAH against Women
Labor disputes and conditions of employment Given the generally high conflict potential, it is possible that disputes over contracts emerge	• Establishment of Workers Grievance Redress Management Committee (WGRMC) • Compliance with the adapted and revised LMP

10.5 Code of Conduct

PRODESA will develop and implement a code of conduct for all project workers including consultants and contractors, aimed at preventing and/ or mitigating social risks during project implementation. The social risks that may arise include but not limited to GBV and SEAH, child labour, forced labour, Non-payment and/or delayed payment of wages, HIV/AIDS, safety, health and environmental issues. The Project will develop a code of conduct that will require skilled, unskilled migrant and community workers to operate under. Sample Code of Conduct is provided in Annex 1.

10.6 Institutional Arrangements for the LMP

Given the categories of project workers (direct workers, contracted workers and community workers), this section lays out the operational arrangements amongst the various institutions that are collaborating with the project to ensure the smooth implementation of the LMP. The requirements of the LMP apply to all categories of project employees and workers.

The requirements of the LMP as applicable to the direct workers will be under the responsibilities of MINAGRIF/IDA through the PMU.

The requirements of the LMP as applicable to the contracted workers will be under the responsibilities of PMU. The HR/Safeguards unit will be responsible for managing and implementing employment policies, guidelines and procedures, including equal opportunity employment. Their role ensures compliance with national labour laws and IFAD, with respect to recruitment, management and termination of engagements. PMU has the responsibility to ensure LMP implementation at the interface with all contractors (implementing agencies) through the Procurement Team, which is responsible for managing vendor contracts and Letters of Agreement (LoAs).

Where contractors engage community workers directly in rehabilitation or construction activities, it is responsible for the full implementation of the requirements of the LMP as it applies to community workers while the PMU will exercise oversight over labour management processes.

The primary suppliers are identified at the sub-project level by the PMU or directly during sub-project screening and the applicability of the LMP will be affirmed at

that time. MINAGRIF/IDA has the mandate to ensure that all the procedures for primary supply workers are observed, though the PMU will have the overall responsibility.

Key Procedures

The Project will promote sound worker-management relationships and enhance the developmental benefits of the project by treating workers in the project fairly and providing safe and healthy working conditions. MINAGRIF/IDA, PMU, IAs, contractors and all project workers will be accountable for ensuring the full accomplishment of the objectives of Standard 5. The IFAD and national gap assessment shows that some aspects (rules, regulations and procedures) are completely covered by the national legislation while aspects not completely covered by legislation will be satisfied through reference to the IFAD's sector specific guidelines on good practices on occupational safety and health.

The specific Terms and Conditions for the different categories of project workers and different types of activities will be defined in the inception phase of the project. In case of variations between IFAD and GoA national requirements, the more stringent provision will apply.

Labour management responsibilities will be shared across activities, with the PMU Social and Environment Safeguards Specialist acting as focal point.

Annex 1: Workers' Code of Conduct

CODE OF CONDUCT

The main aim of the Code of Conduct (CoC) is to prevent and/or mitigate the social risks related to implementation of PRODESA. The PMU facilitated development of Code of Conduct and will be adopted by all workers. The social risks that may arise include but not limited to Child labour, GBV, HIV and AIDS, delayed/denied wages, unnecessary use of migrant workers and occupational health and safety. The Code of Conduct shall be adopted at the onset of the project to ensure that all community members working under the project understand the social risks and expected behaviour as well as mitigation measures.

Workers' Code of Conduct commits the workers to addressing GBV, SEAH, and other relevant social issues. The PMU will conduct awareness raising on the code of conduct and all workers will be required to sign. Summarised and translated copies of the codes of conduct will be publicly available at the PMU Coordinator's office. This code is aimed at preventing social risks at project sites as follows:

- Attend a compulsory induction on social risks and Code of Conduct prior to commencement of work.
- Where possible, ensure employment of local workforce especially where unskilled labour is required to mitigate social risks
- Ensure there is zero tolerance to child labour practices
- Promote gender inclusion
- Support establishment and functioning of workers' GRM committee to oversee issues of workers' misconduct including GBV/SEAH
- Maintain a safe working environment including provision and use of personal protective equipment
- Following applicable emergency operating procedures' support workers' training and capacity building on social, environmental, health and safety
- Ensure that all workers are sensitized on HIV/AIDS and other STIs issues
- Ensure that workers' rights such as working hours, minimum wages, leave days compensation are protected
- Ensure workers are timely paid according to agreed intervals.
- Respect all manner of people regardless of age, race, colour, language, ethnicity, religion, etc.
- Do not use language or behaviour that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate.
- Sexual activity with children under the age of 18 is prohibited.
- Exchange of money, employment, goods, or services for sex, including sexual favours or other forms of humiliating, degrading or exploitative behaviour is prohibited. Un-consented sexual interactions are prohibited.
- Ensure Terms and Conditions of employment are stipulated and implemented in accordance with Labour Code.
- Ensure that all workers sign individual Code of Conduct confirming their agreement to support prevention of social risks activities.
- Possession of alcohol and illegal drugs and other controlled substances in the workplace are strictly prohibited and ensure compliance to all legal requirements.

I do hereby acknowledge that I have read the foregoing Code of Conduct, do agree to comply with the standards contained therein and understand my roles and responsibilities to comply with all rules of this Code of Conduct. I understand that any action inconsistent with this Code of Conduct or failure to take action mandated by this Code of Conduct may result in disciplinary action.

Signed by: -----

Signature: -----

Date: -----

Annex 2: List of people met

#	Name	Organisation	Position	Email address / phone numbers
Country Programme				
Government of Angola				
Bilateral and multilaterals				
Agricultural Market Actors				
Financial Institutions/Insurance sector				
Farmers' organisations				
Private Sector				
NGOs				
Research and Investigation				

Field Visits

Province	Municipality	Name	Designation	Contact

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

Annex: Annex 6a Stakeholder Engagement Plan And Grm Revised 28 01 25 Clean

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Programme Management Department



Republic of Angola

Ministry of Agriculture and Fisheries (MINAGRIF)

Institute for Agriculture Development (IDA)

Eastern Provinces Sustainable Agriculture Development and Livelihood Project (PRODESA)

**Stakeholder Engagement Plan (SEP)
Grievance Redress Mechanism (GRM)
Labor Management Plan (LMP)**

September 2024

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Acronyms

DNPAIA	National Directorate for Prevention and Environmental Impact Assessment
EDA	Agrarian Development Stations
ESCMF	Environmental, Social and Climate Management Framework
ESCMP	Environmental, Social and Climate Management Plan
FAO	Food and Agriculture Organization
FFS	Farmer Field School
FPIC	Free Prior and Informed Consent
FPIC	Free, Prior and Informed Consent
GBV-SEA	Gender Based Violence, Sexual Exploitation and Abuse
GoA	Government of Angola
GRM	Grievance Redress Mechanism
GRM	Grievance Redress Mechanism
I&APs	Interested & Affected Parties
IDA	Agrarian Development Institute
IDPs	Internally Displaced People
IDPs	Internally Displaced Persons
IFAD	International Fund for Agriculture Development
LMP	Labour Management Plan
M&E	Monitoring & Evaluation
M&E	Monitoring and Evaluation
MCTA	Ministry of Tourism and Culture-
MINAGRIF	Ministry of Agriculture and Fisheries
MINAMB	Ministry of Environment
MINDCOM	Ministry of Industry and Commerce -
MINEA	Ministry of Energy and Water
MSMEs	Micro, Small and medium Enterprises
NGOs	Non-Governmental Organisations
PAPs	Project-affected parties
PMU	Project Management Unit
PPSCs	Provincial Project Steering Committees
PRODESA	Eastern Provinces Sustainable Agriculture Development and Livelihood Project
PSC	Project Steering Committee
PwD	People with Disabilities
SECAP	Social, Environmental and Climate Assessment Procedures
SEP	Stakeholder Engagement Plan
TAA	Targeted Adaptation Assessment
VDGs	Vulnerable or Disadvantaged Groups

Introduction

This document is a Stakeholder Engagement Plan (SEP) for the Eastern Provinces Sustainable Agriculture Development and Livelihood Project (PRODESA). Included in the Sep is a detailed Grievance Redress mechanism to be applied as and when necessary to address any disputes that may arise during the project. The stakeholder engagement will be integrated into project's environmental, social and climate management performance and project design and implementation. The adequacy of the engagement methods shall be part of the Monitoring & Evaluation (M&E) part of the project to be regularly conducted. Outcomes of the M&E will shape and adapt the engagement activities as relevant.

1.1 Project Overview

The project goal is to contribute to the reduction of multidimensional poverty among the rural population in southern and eastern Angola. The Project Development Objective (PDO) is to 'Improve the nutrition and incomes of family farmers and ethnic minority groups in southern and eastern Angola, while increasing their resilience to climate change, commercialization of their products and other shocks and stressors'.

The expected project outcomes envisage beneficiaries to achieve a more diverse, resilient and increased agricultural production and productivity (Component 1), as well as develop an improved connectivity and access to markets (Component 2), as well as improve the regulatory and policy environment (Component 3) to enhance outcome 1 and 2.

The Project will address key food and nutrition security challenges, as well as market access barriers that currently affect agriculture-related livelihoods. The project will group beneficiaries into 'typologies' based on their diverse production systems, market participation, agricultural risks and opportunities and will deploy a participatory planning process to identify local challenges and priorities with regards to sustainable production and productivity as well as agribusiness development that would inform project implementation and a tailored approach to the investments on the ground.

Outcome 1 (Component 1) will be achieved through targeted interventions, such as mobilisation of communities to draw plans on production and collective economic activities (subcomponent 1.1), undertake technical trainings, using Farmer Field School (FFS) methodology to improve production outcomes, and adjust practices and behaviour in a way that remove barriers and challenges related to collective action, limited knowledge of modern production practices and nutrition (sub component 1.2).

Dedicated intervention will engage directly on the specific needs of the San community to preserve traditional hunter-gatherer lifestyles and diets (sub component 1.3) that will not only ensure food security and nutrition but also enhance natural resource conservation through seeking to establish a territory designated for the San community use.

Outcome 2 (Component 2) will be achieved through targeted interventions that build on those rolled-out under Component 1 by leveraging on the improved agricultural outputs and community organisation to take it a step further towards

business formalisation, access to credit and market engagement , which will entail business management and development support, as well as dedicated efforts to improve access to existing agri-finance mechanisms by creating a bankable pipeline of MSMEs and cooperatives (sub component 2.1). Strategic public investment in infrastructure will resolve local road access challenges by focusing on emerging agri-businesses/cooperatives that are emerging on the market and where such infrastructure will deliver an immediate and tangible result in terms of local economic growth.

Outcome 3 (Component 3) will be achieved by focusing policy dialogue and technical support on areas of primary concern such as natural resource and soil management support and minority rights of access and use of land for traditional hunting and gathering.

Geographical and Beneficiary Targeting

In agreement with GoA, PRODESA will cover the provinces of Cuando-Cubango, Moxico, Lunda Norte , Lunda Sul, and Bie. These five provinces were selected based on the following criteria: (a) incidence of poverty and level of vulnerability to food and nutritional insecurity; (b) impact of climate change (intensity of rainfall or severity of droughts in the area); (c) level of current investment (areas that are underserved by investment and where there is an urgent need to intervene to ensure the resilience of populations that have not benefited from sustainable development interventions in the recent past); and (d) the need to converge IFAD interventions where they will have a significant impact on the populations most affected by climate hazards, as well as the opportunities for synergy with other ongoing or future interventions in the area.

The intervention area of the project covers 42 municipalities out of 164 in the country. These municipalities are characterised by: a) poverty rates ranging from 69.6% (Lunda Sul) to 95% (Moxico), vast areas with ecologies as diverse as they are varied, but with real potential for agricultural and livestock activities. The area has mostly traditional land-use models in the hands of small to medium-sized family farms. In addition to very small farmers organised in cooperatives who show some innovation in the application of agricultural practices learned through FFS (Bie case), there are other farmers who are very poorly organised and hunter-gatherers who have only been practising agriculture for 10 to 15 years.

Through family farms, organised or not, PRODESA mainly targets poor smallholder, agro-pastoralist and pastoralist households that are economically and socially vulnerable, especially those in a situation of food and nutritional insecurity, most of whom grow subsistence crops. A total of 1,068,582 people in 222,621 households will be reached, representing 60% of the total population of the project area, estimated at 1,780,969 people. Through specific targeting strategies, the project will reach 50% women and 30% young people (18-35 years). The project will also pay special attention to marginalised groups (people with disabilities, ex-combatants, and in particular the San and agro-pastoralist minority groups), who will represent 10% of the total direct beneficiaries.

In view of the dynamics observed on the ground, the direct beneficiaries of the project can be divided into three categories: C.1, C.2, C3.

- **C.1 - the most vulnerable.** These are mainly poor households that are food

and nutrition insecure and have little or no access to land, water and other assets. This target group category includes: (1) very poor farming families without livestock, dependent on rain-fed subsistence agriculture, whose non-irrigated or very poorly irrigated farms do not exceed 3 ha with very marginal production yields; (2) very small-scale agro-pastoralists or pastoralists engaged in subsistence livestock activities or with very small livestock and transhumant pastoralism; (3) youth (both male and female), landless heads of households who are used as labourers on other farms and have very few means of subsistence; and (4) the most vulnerable and marginalised (very poor) - minority groups, ex-combatants, people with disabilities, albinos, unmarried mothers, victims of various forms of violence, including gender-based violence, the elderly suffering from malnutrition and/or undernutrition, etc. These target groups share structural vulnerability, low social integration and lack of socio-economic opportunities.

- **Category C2 - micro and small farmers with low productivity and low value added.** This category includes producers, agro-pastoralists and pastoralists with easier access to land and other assets to increase production potential. Priority is given to youth (2) poor women heads of households. Target groups in this category have very limited economic opportunities, making their livelihoods highly vulnerable.
- **Category C.3 - local actors who can be described as cooperatives and micro and small enterprises (MSMEs).** They are mostly informal and established by men and women who are or want to be involved in market supply chains at different levels of production, agro-logistics³, supply of inputs, processing, aggregation and marketing. This category also includes youth who need vocational training and business coaching.

Implementation Arrangements

The Ministry of Agriculture and Fisheries (MINAGRIF) will be the lead implementing agency and IDA will have the responsibility of overseeing the project's implementation. IDA will delegate the day-to-day coordination/management of the project to a Project Management Unit (PMU) that will be established. A Project Steering Committee (PSC) will be established to provide the oversight function. The PSC will be chaired by the Minister of Agriculture or the Secretary of State for Agriculture and Livestock and composed of members from institutions with direct relevance to the achievement of PRODESA objectives (such as Ministry of Energy and Water - MINEA, Ministry of Environment - MINAMB, Ministry of Tourism and Culture- MCTA, Ministry of Industry and Commerce - MINDCOM).

At the provincial level, there will be PMUs to help coordinate/manage project activities at those levels. Provincial Project Steering Committees (PPSCs) will be established; their composition and tasks will reflect those of the PCC. The composition of staff at the national and provincial PMUs will be determined during the detailed design.

1.2 Legal and Policy and Regulatory Framework

Angola's legal framework for stakeholder engagement is primarily rooted in its Constitution and various sectoral laws:

- Constitution of the Republic of Angola (2010) outlines the principles of participatory governance and the right to citizens' participation in decision-making processes.
- Law on the Environment emphasizes the importance of public participation in environmental impact assessments and decision-making processes.
- Law on the Right to Information guarantees the right of citizens to access information from public institutions, facilitating informed participation in decision-making processes.

In addition to these overarching laws, specific regulations have been established for particular sectors, which mandate stakeholder engagement in various aspects of project planning, development, and implementation. These regulations typically outline procedures for public consultations for all major development projects, detailed stakeholder mapping, information disclosure, protection of vulnerable groups and grievance redress mechanisms.

1.3 Gaps in the National Legislative framework

While Angola's legal and policy framework recognizes the importance of stakeholder engagement, implementation challenges persist. Key challenges include:

- Limited capacity and resources for effective engagement: Inadequate funding, expertise, and infrastructure can hinder the effective implementation of stakeholder engagement policies.
- Lack of awareness and understanding of rights: Limited awareness among communities about their rights and opportunities to participate in decision-making processes can create barriers to effective engagement.
- Transparency and accountability: Ensuring transparency and accountability in the engagement process is essential for building trust and ensuring participation is genuine.

Despite these challenges, there are significant opportunities for improvement. Investing in capacity building, promoting awareness campaigns, and establishing robust mechanisms for transparency and accountability can contribute to a more effective and inclusive stakeholder engagement framework. The Government of Angola can foster a more participatory governance environment by embracing these opportunities. This would strengthen the country's commitment to sustainable development, promote social cohesion, and enhance the effectiveness of public policies.

1.4 IFAD Policy on Stakeholder Engagement

IFAD policy on stakeholder engagement requires the borrower to establish procedures for external/internal communications on environmental and social matters proportionate to the risks and impacts of the projects or subprojects, and their overall risk profile in line with their public disclosure policies and proprietary rights. In addition, several IFAD policies and the Social, Environmental and Climate Assessment Procedures (SECAP) require that Free, Prior and Informed Consent (FPIC) be sought during the design and implementation of the projects it funds. FPIC empowers local communities to give or withhold their consent to

proposed projects that may affect their rights, access to land and resources, and livelihoods. FPIC also ensures that beneficiaries and institutions endorsed by communities participate in project-related decision making.

1.5 Stakeholder Principles / Best Practices

The project stakeholder engagement plan, following IFAD and National stakeholder engagement policies and guidelines, encourages adherence to the following guiding principles and/or best practices:

- a. Promoting an inclusive and diverse stakeholder engagement with a tailored approach for constructive, responsive, accountable, and transparent stakeholder engagement.
- b. Engaging stakeholders early on (in the designing stage) and throughout project implementation for ensuring fair, balanced, and inclusive participation in project governance and operation
- c. Ensuring clear and transparent communication with relevant stakeholders.
- d. Ensuring project's commitment for effective and meaningful stakeholder engagement by allocating sufficient budgetary resources.
- e. Respect for socio-cultural values and ethics of diverse stakeholder as one of the core principles of the engagement approach for ensuring effective participation and better results.
- f. Developing skills and capacities of the stakeholders through project activities for sustaining the project initiatives and results.
- g. Adapting collaborative approaches for safeguarding interests and concerns of all the stakeholders.

Purpose of the Stakeholder Engagement Plan

The purpose of the SEP is to ensure that a consistent, comprehensive and coordinated approach is taken to stakeholder engagement and project disclosure throughout the project. It is further intended to demonstrate the project's commitment, to an 'international best practice' approach to engagement. This SEP aims to ensure that stakeholder engagement is conducted based on timely, relevant, and accessible information. In this way, the SEP seeks to ensure that stakeholders are given sufficient opportunity to voice their opinions and concerns, and that these concerns influence project decisions. Specifically, the SEP

- Provides the approach to stakeholder engagement, showing how this will be integrated throughout the project
- Identifies the main categories of stakeholders and their role in the project
- Identifies the ways to stakeholder engagement undertaken throughout the project.

2.1 Objectives of Effective Stakeholder Engagement

The primary objectives of stakeholder engagement, a process to engage with the people or institutions that could be impacted by (or influence on) the project goal realizations, are outlined below:

- a. Integrating concerns, needs, and interests of key stakeholders for ensuring effective and efficient project planning and implementation for better outcome.
- b. Ensuring local ownership and participation of marginalized groups including women, youth, ethnic minorities (Indigenous People) and other vulnerable groups, in the project design and implementation for benefitting local community.
- c. Collaboration with diverse key stakeholders for increasing adaptability, sustainability, and replicability of the project results.
- d. Reducing probability of any negative impact of the project on local community, their institutions or environment by incorporating views of local stakeholders in project design and implementation.

Stakeholder Engagement Activities Undertaken

The preparation and the design of the project involved extensive stakeholder consultation as required as per national and IFAD policy and more so for project buy-in and sustainability. A series of stakeholder engagement activities were completed during the project preparation phase, some extending back to July, 2022 when the project concept was first being formulated.

The project design team interacted throughout the design stage with various relevant national, provincial and municipality and commune officials and agencies under the leadership of Ministry of Agriculture and Forestry MINAGRIF and IDA. Consultations kicked off with a meeting with the Secretary of State of Agriculture and concluded with a meeting with the Director of IDA.

The Mission met and consulted with other development partners who included: a) Food and Agriculture Organisation (FAO) of the United Nations; b) World Food Programme (WFP); c) United Nations Development Programme (UNDP); d) the African Development Bank (AfDB); e) the World Bank; f) the European Union (EU); g) France Development Agency (AFD); and h) United Nations International Children's Emergency Fund (UNICEF).

Municipalities visited

Province	Municipalities
Moxico	Municipality of Luchazes, Municipality of Bundas, Municipality of Alto Zambeze and, eventually, of Lucusse
Cuando Cubango	Municipality of Cuito Cuanavale, Municipality of Cuangar and Municipality of Calai
Bié	Municipalities of Tchitembo, Municipality of Cunhinga, Municipality of Chinguar and Municipality of Cuio
Lunda Sul	Municipalities of Dala, Muconda and Cacolo

Men, women and youth among other community groups were consulted List of people and institutions met is provided as Annex 2 of this Plan.

During the engagement process, a stakeholder analysis was performed to identify key stakeholders at the national and local levels, assess their interests in the

project, capacity and training needs, as well as defining their roles and responsibilities for project implementation. As a result of this effort, a Stakeholder Engagement Plan for the project was developed where the roles and responsibilities of the main participants in the Project are clearly identified.

The Project Design Team was able to note key recommendations from stakeholders and were able to incorporate these insights into the proposed project design with a focus on increasing sustainability and climate resilience of fishery value chains.

Stakeholders Identification and Analysis

4.1 Identifying Stakeholders

To develop an effective SEP, it is necessary to determine who the stakeholders are and understand their needs and expectations for engagement, and their priorities and objectives in relation to PRODESA project. This information is then used to tailor engagement mechanism for each type of stakeholder. As part of this process, it is particularly important to identify individuals and groups who may find it more difficult to participate and those who may be differentially or disproportionately affected by the project because of their marginalised or vulnerable status.

4.2 Preliminary Stakeholder Identification

Stakeholders for the purpose of this Programme have been identified (Table 1) and will continue to be identified on a continuous basis by identifying those people and institutions that have an interest in the successful planning and execution of the project including *special interest groups*. These include:

- Directly and/or indirectly project-affected parties (PAPs) and
- Interested parties (Environmental protection authority, Social and labour regulatory authorities, Contractors, Media, Civil Society etc)
- Project Management (funding agencies, executing agencies and partners etc.)

The *affected group* comprises of fishery community which will benefit from the services offered by the project. A subset of this category are the vulnerable groups which are women, youth and People with Disabilities (PWD). A significant factor in achieving inclusiveness of the engagement process is safeguarding the participation of vulnerable individuals in public consultations and other engagement forums established by the project. Vulnerable groups are persons who may be disproportionately impacted or further disadvantaged by the project as compared with any other groups due to their vulnerable status, and that may require special engagement efforts to ensure their equal representation in the consultation and participation in the program. Attention needs to be given to differences within the segments of the same categories e.g. how female youths are affected more than male youths.

Engagement is directly proportional to impact and influence, and as the extent of impact of the project on a stakeholder group increases, or the extent of influence

of a particular stakeholder on the project increases, engagement with that stakeholder group should intensify and deepen in terms of the frequency and the intensity of the engagement method used.

4.3 Project Affected (Primary Stakeholders)

These are organisations, individuals, groups or local communities that may be affected by the project, positively or negatively and directly or indirectly especially those who are directly affected, including those who are disadvantaged or vulnerable. The primary stakeholders identified for this project and issues raised include the following follows:

Table 1: preliminary list of Identified Project Affected Parties

Primary Stakeholder	Engagement or Interest
Farmers	End beneficiaries of the project (with a particular focus on; - women and youth - Indigenous people - small-scale producers and processors - small and medium agricultural enterprises
MINAGRIF	Lead implementing Agency. Will represent the Government of the Republic of Angola, the custodian of the project through a dedicated national Project Management Unit (PMU) - Chairs the Project Steering Committee - Oversees IDA/EDA implementation function
PMU	The PMU under the Project Coordinator with a full complement of sector fiduciary and safeguards specialists will be responsible for coordinating project management, implementation and supervision, fiduciary and safeguarding environmental social and climate aspects and M&E.
Project Steering Committee	The Steering Committee composed of representatives of key project stakeholders (relevant ministries, private sector, and civil society) will be responsible for the strategic direction, operational oversight of project activities and implementation progress, communication, and overall good governance of the project. It will: (i) provide political and strategic guidance and facilitate inter-sector coordination for activities not directly under MINAGRIF (ii) propose the project Action Plan and budget for the PMU and review annual project reports and support problem resolution. NB:Final decision-making authority will rest with MINAGRIF
MINAMB	Responsible for coordination, preparation, implementation and monitoring of environmental policies, particularly in the areas of biodiversity, environmental technologies and the prevention and assessment of impacts as well as environmental education. Currently, responsibility for E(S)IA and

Ministry of Finance	Fund Holder, allocation of funds, adjusting project activities, or extending the project timeline as may be required.
National Directorate for Prevention and Environmental Impact Assessment (DNPAIA)	Environmental Licensing, reviewing, commenting and approving E(S)IA reports.
Ministry of Energy & Water (MINEA) Ministry of Culture & Tourism Ministry of Planning Ministry of Fisheries & Marine Resources Ministry of Social Action, Family, & Women's Promotion Ministry of Industry & Commerce Ministry of Youth & Sports Ministry of Public Works Ministry of Education Ministry of Public Works, Urbanism & Housing	Other Ministries and departments responsible for agriculture and food security, climate change, natural resources and environmental management at national, provincial, municipality and commune level. PRODESA will need to engage with relevant line ministries and directorates to inform project activities such as developing implementation approaches and establishing policies. PRODESA will conduct ongoing stakeholder analysis to further define the categories of the beneficiaries.
Agrarian Development Institute (IDA)	Overseeing the project's implementation at provincial level. Responsible for defining and implementing extension services to support small farmers through the Provincial Agriculture Offices and the Agrarian Development Stations (EDA). IDA will delegate the day-to-day coordination and management of the project to a Project Management Unit (PMU).
Agrarian Development Stations (EDA)	Responsible for providing extension services to support small farmers
Provincial Project Steering Committee (PPSC)	To be established in each participating province and chaired by the Provincial Governor. The PPSC composition will include the Provincial Director of Agriculture, Livestock and Fisheries Directorate, the Provincial IDA representative, Provincial Directorates, a representative of civil society or NGO, a representative of the private sector, at least two representatives of beneficiaries/producers' organizations, and any other representative deemed necessary in guiding project's effective implementation.

4.4 Interested Parties (Secondary Stakeholders)

These are broader stakeholders who may be able to influence the outcome of the project because of their mandate, relationship and knowledge about the affected communities or political influence. The identified secondary stakeholders for PRODESA project would include donors (FAO, World Bank, and potentially others), Non-governmental Organizations (NGOs), and financial institutions, research institutions, academia and the private sector. They would participate in central and provincial level strategic discussions, support activities under Component 1, 2 and 3, participate in public-private dialogue platforms and in research.

4.5 Disadvantaged or Vulnerable Individuals or Groups

Disadvantaged/vulnerable individuals and groups are also those who may not have a voice to express their concerns or understand the impacts of the Project and are sometimes excluded from engagement and /or project benefits. Within both project affected parties and other interested groups, it is the project responsibility to give special consideration to stakeholders that may be disadvantaged or vulnerable. The project will consider engagement approaches to ensure participation of those who represent the interests of vulnerable individuals or groups activities in policy development, studies, outcomes of technical assistance etc. Vulnerable groups include C.1 farmer households, agro-pastoralists, women (including female headed households), Internally Displaced Persons (IDPs), people living with disabilities and indigenous people. These groups may have distinct livelihoods activities and be more vulnerable to shocks within food systems, which need to be considered.

4.6 Continuous Stakeholder Identification

The above list is not exhaustive and as the project gets underway, the PMU should develop a detailed list, identifying emerging and all possible stakeholders, their specific information needs and the appropriate models of engagement as well as feedback mechanisms. The consultation process shall ensure that all those identified as stakeholders are conferred with. Active engagement of all stakeholders will facilitate a common understanding of the specific opportunities and constraints which can be the foundation for deeper harmonization and coordination of the various support services.

The project will ensure continuous stakeholder mapping and a more targeted selection of the stakeholders to engage throughout the process. Emphasis will be put on bringing on board stakeholders from both public and private sectors and incorporating them into the project governance structures (steering and technical committees) and will also be consulted during the various stages of the value chain processes specifically on marine ecosystem restoration and climate resilient fishery technology.

4.6 Stakeholder Needs

The above stakeholders will play an important role in the management and implementation of the project activities. The PMU and implementing partners will be responsible for the overall institutional structure. Table 1 below gives an example of a stakeholder needs assessment describing the key characteristics, specific needs and means of communication to be used with major stakeholders.

Table 2: Example of Stakeholder needs assessment

Community	Stakeholder Group	Key Characteristics	Language Requirements	Means of Communication	Specific Needs
Rural men and women	Members of the community that are not fluent	Approximately a quarter of the adult population from Angola	Use of local language	Community network, Radio, Meetings Visual posters	Meetings in the afternoon carried out with the community

	in Portuguese language	does not read or write, and many citizens only speak local languages			(the mornings are generally reserved for agricultural activities
The San community	Not fluent in Portuguese	Very distinct culture and language, often marginalized by society	Own local language	Culturally appropriate means of communication probably through a community interpreter and traditional leadership	Distinct cultural practices need to be identified

Stakeholder Engagement Plan

5.1 Purpose and Goals

The purpose and goals of the stakeholder engagement plan are summarized below.

- a. Adding value to project activities.
- b. Ensuring accessibility of information, by all stakeholders, to inform sense making processes.
- c. Encouraging adherence to values of transparency, trust, equity, and fairness.
- d. Promoting responsiveness to identified needs and the highest ethical standards and respects for differing priorities and values.
- e. Ensuring local ownership, including ethnic minority communities, and the creation of outputs that are relevant and of benefit to communities and organizations.
- f. Including different types of stakeholder groups in participation processes and benefit distribution, including but not limited to engagement, capacity building, employment, skills transfer, sharing of knowledge and the increase of cultural awareness.
- g. Developing mechanisms to manage conflicts in the public interest.
- h. Being flexible to adapt to changing circumstances.
- i. Fostering well-coordinated and planned implementation.
- j. Generating, and responding to, feedback.

5.2 Stakeholder Engagement Considerations

The following considerations should be made when planning for stakeholder engagement:

Resourcing Stakeholder Engagement: Stakeholder engagement requires resources as it takes time to develop and build trust-based relationships with stakeholders. Relationships with stakeholders should develop and grow, and that

these relationships should be sustained. Additional stakeholders might be identified that also want to be engaged. Some stakeholders will need to be educated about the concept of engagement itself, as well as on the complex issues requiring specialised and technical knowledge. These demands can increase the cost of consultation required to meet external expectations.

Managing expectations: Stakeholders can have unrealistically high expectations of benefits that may accrue to them from the Project and as such the engagement information must be clear on what they can and cannot do, establishing a clear understanding of their roles and responsibilities. The engagement processes should provide PMU with an opportunity to develop relationships with stakeholders and potential Programme partners.

Securing stakeholder participation: Cultural norms and values can prevent stakeholders from freely participating in meetings. Often there are conflicting demands within a community, and it can be challenging for the Project to identify stakeholders who are representative of common interests. There may be a need to employ local officers who are sensitive to local power dynamics e.g. an individual from certain community who is working at the district level or attached to the PMU but who understand the issues well.

Consultation fatigue: Stakeholders can easily tire of consultation processes especially when promises are unfulfilled, and their opinions and concerns are not taken into consideration. Often stakeholders feel their lives are not improving because of the Project and this can lead to consultation meetings being used as an area to voice complaints and grievances about the lack of development. Implementing Partners must not make promises to stakeholders; expectations should be managed through dissemination of accurate information. Opinions for stakeholders should be treated as feedback to the Project and other Programme partners and specialists.

5.3 Planning for Stakeholder Engagement

Prior to the commencement of stakeholder's engagement activities, meetings shall be scheduled with relevant traditional authorities, community representatives, political leaders, ministries and departments, media, and other Interested & Affected Parties (I&APs). The purpose of these meetings shall be to refine stakeholder's engagement strategy to meet the requirements of I&APs and ensure that future communication is effective and cognizant of all social sensitivities.

The PMU will establish an operational plan in line with proposed project activities to ensure the participation and engagement of the stakeholders, ensuring that each group gets involved as defined and receive the agreed information. The plan must ensure a balance in the involvement and benefits between different gender segments and the participation of vulnerable groups, ensuring that the project's objectives are met in terms of contributing towards wealth creation, and improve food and nutrition security among the rural population. Regular meetings will be scheduled with the representatives of the groups of actors involved in the project, for the revision of the plan, activity progress and necessary adjustments according to probable changes in the initial context during the execution of the Project.

5.4 Stakeholder Consultation Techniques/Methods

There are a variety of engagement techniques used to build relationships with stakeholders, gather information from stakeholders, consult with stakeholders, and disseminate project information to stakeholders. For the engagement process to be effective and meaningful, a range of techniques need to be applied that are specifically tailored to the identified stakeholder group. The format of every engagement activity should meet general requirements on accessibility, i.e., should be held at venues that are easily reachable and do not require long commute, entrance fee or preliminary access authorization, cultural appropriateness (i.e., with due respect to the local customs and norms), and inclusivity, i.e., engaging all segments of the project affected parties including the vulnerable individuals. If necessary, logistical assistance should be provided to enable participants from the remote areas, persons with limited physical abilities and those with insufficient financial or transportation means to attend public meetings scheduled by the project. Particular attention will be given to the vulnerable groups to ensure that they are not denied Programme benefits.

Amongst the engagement techniques that can be used are project's website and established communication channels such as Farmer Field Schools, use of media, agricultural shows, demonstrations, public meetings, emails and letters, print and electronic media, distribution of printed project documents, interviews, workshops, focus group meetings, surveys, communities of practice and independent evaluations. To ensure effective engagements, it is important to uphold the principles of; (i) openness and life-cycle approach, (ii) informed participation and feedback, and (iii) inclusiveness and sensitivity to stakeholders' needs. Special attention is given to vulnerable groups, in particular women, youth, elderly, indigenous peoples and diverse ethnic groups.

In the event of an emergency (e.g., floods or disease outbreak) however, there need to be a paradigm shift as to how engagement processes are carried out to minimize risk of infection and spread of the disease. There is need to do a cost-benefit analysis and strike a balance between virtually based communication channels and those that need physical interaction.

The key stakeholder's engagement activities to take place during the project preparation stage through implementation and closure are as follows;

Preparation Phase: The engagement will include a series of stakeholder meetings/workshops that will be hosted by MINAGRIF/IDA/EDA and IFAD team. The meetings will engage all the relevant identified affected and interested parties.

Implementation Phase: This phase will commence with an official project national launch inception workshop where key players under the project will be announced, and their roles highlighted. The inception workshop will provide an opportunity for stakeholders with the most updated information on the project, refine and confirm the work plan and results framework, and will establish a basis for further consultations as the project implementation phase commences. The launch is expected take place within three months of the project's effectiveness date. Provincial inception workshops will be held thereafter with the objective of elaborating roles and responsibilities and the budget and workplan.

The Steering Committee will meet at least twice a year, while the Technical Committee will meet every quarter.

Other meetings and workshops including mission support visits as well as general progress meetings will be organized as the need arises and stakeholders will be notified through written correspondences at least two to three weeks before the event.

In case of any stakeholder consultations meeting/workshops, either virtual or face-face, the PMU will strive to provide relevant information to stakeholders with enough advance notice (10-15 business days) so that the stakeholders have enough time to prepare and to provide meaningful feedback. The PMU will gather written and oral comments, review them and report back to stakeholders on how those comments were incorporated, and if not, provide the rationale for reasons for why they were not within 14 working days from the stakeholder consultation event.

5.5 Additional Engagement Methods

Other Engagement methods that the project will consider include the following.

Combination of semi-structured interviews and questionnaire surveys

To collect more information and to objectively understand stakeholders' situation and thinking, the project will employ both semi-structured interviews and questionnaire surveys at the beginning of project implementation.

Focused group discussions

Focused group discussions will be applied to collect information from targeted stakeholders or groups of people. During the implementation phase, the project will also consider focused group discussion to support monitoring and evaluation activities.

Participatory rural surveys

The project may conduct participatory rural surveys in the selected implementation areas to identify community members who have interests and the level of capacity they have. Then a study tour will be arranged to build trust and common understandings between the project, partners and the local community members.

Conservation Agreement

Conservation agreement is an approach to engage communities to conduct natural resources conservation (land, forests, water, soil) actions together with outsiders interventions. Conservation agreements might be reached and signed between FFSs, commune administration and the municipality. It is critical to conduct this process in a transparent manner with all partners in full understanding of the terms of engagement.

Stakeholder engagement platforms

The project will facilitate long-term stakeholder participation, with a special emphasis on the active participation of women, ethnic minorities, youth and other

vulnerable groups, and enhancement of multi-level and cross-sectoral coordination for achieving project objectives, outcomes and outputs.

Engagement with the civil society

The civil society has an important role with respect to introducing innovation to biodiversity conservation, promoting social inclusion, as well as advocating for policy reform and accountability from the government and private sector.

Civil society organizations will be engaged throughout the project, e.g., they will be invited to tender on project activities, such as delivering capacity building, community engagement, alternative livelihoods, knowledge management, gender mainstreaming, etc.

Gender mainstreaming and Social Inclusion

It is necessary to identify key opportunities and actions that the project will implement to ensure equitable participation by women, strengthen the representation of women in decision-making processes, and promote women empowerment.

Private sector engagement

Partnerships with private sector enterprises at national, provincial and local level will be explored during project implementation, as part of the interventions aimed at sustainable utilisation of marine resources, climate smart pre/post post-production technology and sustainable livelihood initiatives for local communities.

Below are some of the techniques that may be used to reach out and engage stakeholders as and when necessary.

1.5 Proposed Strategy for Consultation with Stakeholders

The Project will make consultations with all identified stakeholders with the aim of creating awareness, improving access to information and receiving/giving feedback on project implementation. Different channels of communication (e.g., emails, website, social media platforms, WhatsApp groups, etc.) will be used to ensure information flow between the project and its stakeholders. The documents that will be made public will include the ESCMF/ESCMP, Targeted Adaptation Assessment, Labour Management Plan, SEP, GRM and other necessary documents. To ensure feedback, PRODESA will provide means of soliciting comments from stakeholders.

The views of vulnerable or disadvantaged groups (VDGs) including the San Indigenous community will be sought before commencement of the project as well as during the project implementation. In depth analysis is required to fully understand who the vulnerable and disadvantaged groups are and what their issues are that relate to specific elements of the project. Their interests will be reflected in any policy and/or strategy document developed during the implementation of the project, through engagement of their representatives.

PRODESA will emphasise the need to engage with and consider the views of VDGs in all Terms of Reference either for consultancy services for policy assessments at the national level, policy and strategy development reports at the regional level and any other studies or assessments. All written comments on reports will be

sent by email to the stakeholders. After receiving stakeholders' comments the PMU will review and send them back within 14 working days. All oral comments during consultation meetings will be considered as an action item.

1.6 Proposed strategy to incorporate the vision of vulnerable groups

Vulnerable groups may include the elderly, people with disabilities, children, illiterate people, as well as traditionally disadvantaged local communities, such as the San in the South. These social groups often face barriers to participating in public consultation meetings and even if they do participate in community meetings, they may not understand the project impacts presented due to language barriers (or feel inhibited due to their status in the community) and are therefore not always able to freely express their concerns and interests about the project.

Vulnerable people need to be identified throughout the design and implementation of the project, so that their limitations (physical and mental) are mapped and appropriate measures are taken to ensure that they have equal opportunities to express their concerns and opinions about the project.

To address people's physical limitations, the project will provide transportation from homes to the consultation locations. In addition, meeting locations will be selected to ensure universal access for people with disabilities. The PMU will ensure that children, the elderly and the sick are well represented by their parents/family members.

Individualized meetings will be arranged, where possible, with vulnerable people to ensure that the benefits of the project also accrue to them. The Project will encourage vulnerable people to file complaints and will commit to providing timely responses to complainants. Vulnerable people will be informed in advance about the existing GRM so that they can access it whenever necessary.

The proposed strategy for consultations is presented below:

Table 3: Stakeholder Consultation Strategy

STAGE	OBJECTIVES	KEY ACTIVITIES	TARGET STAKEHOLDERS	RESP.
Preliminary Engagements	- To gain a preliminary understanding of the scope of the PRODESA project and relevant stakeholders (PDR, PIM and AWPB) - Review, development, approval of ESCMF/ESCMP, SEP, GRM, LMP, TAA, Annual Budget and Work Program	- Stakeholder identification process Email - meetings - Trainings for PMU	- Government Ministries and state departments - Provincial and district delegations - Communities - Local/traditional Leadership	- PMU - IDA/EDA
Project set up and launch	To meet key stakeholders and introduce them to the Project scope and rationale	- Press release - Project inception workshops - Project Management Offices / focal points	- Government Ministries and departments, Provincial and municipality designations - Communities, - Local Leadership	- PMU - IDA/EDA

STAGE	OBJECTIVES	KEY ACTIVITIES	TARGET STAKEHOLDERS	RESP.
	- Project coordination, roles and responsibilities and timelines - To disclose the Project documents in the public domain to all interested and affected stakeholders, - To gather issues of concern and through this identify a list of potential negative and positive impacts, - General information about the project, project justification, alternatives, regulatory context, baseline of the project area, list of negative and positive impacts, ESC principles and standards, studies to be carried out (ESIA/EIA etc) and documentation content	- Meetings with key stakeholders to facilitate the broader stakeholder's engagement process, - Dissemination of background information documents, posters, media notices etc.), - Consultations through training workshops with GRM focal points, and all other stakeholders - Feedback from stakeholders.	- Consultants, - Extension Officers - NGOs - Vulnerable Persons	
	Disclosure of the ESCMF/ESCMP, TAA, GRM, Labour Management Plan and other Programme specific Reports.	- Disseminate all the relevant project documentation to all stakeholders, - Expound the contents of the project specific Reports to all stakeholders	- Government Ministries and state departments - Provincial and district delegations - Communities - Local Leadership - General Public - Media	- PMU - IDA/EDA
Project implementation and monitoring	M&E framework, Progress reports, policy issues, etc.	Progress update Meetings, workshops, emails	Implementing Agencies	- PMU - IDA/EDA
	- Registration of land plots - Construction-related safety measures and pertinent plans - Employment opportunities; - Environmental concerns; GBV awareness-raising			
	Knowledge management and communication product			

Future Project Phases

The Project will implement a reporting system that will enable information gathering, analysis and dissemination of the Project to interested/affected people. Monthly reports on the ESCMF will show how environmental, social and climate

issues are being addressed and what the main challenges are. The implementation of the SEP will also be monitored by monthly reports produced by IDA/EDA

The PIU will also invite a limited and representative number of stakeholders to an annual meeting to review project progress, assess challenges, and plan future actions.

5.6 Information Disclosure

The type of information to be disclosed to the various stakeholders depends on their interests and how they will be affected by the project – or how PRODESA activities may be affected by them. Thereafter various communication tools can be utilized for the engagement process, such as:

- Programme notices published in local newspapers,
- Radio advertisements,
- Direct mailings to communities,
- Presentations with or without focus group sessions),
- Targeted e-mails,
- One-on-one meetings, presentations, seminars, workshops, e-mails, and phone conversations with stakeholders,
- Site tours, and
- The use of social media

Roles and Responsibilities

The management, coordination and implementation of the SEP and its integral tasks will be the responsibility of dedicated team members within the PMU through Environmental and Social and Climate Safeguards Specialists whose roles and responsibilities of the organizations are presented below.

The Project Management Unit

The PMU will be accountable for ensuring that PRODESA achieves its development objectives and for oversight of all day-to-day operations of the Project. The PMU will also be responsible for all reporting requirements of GoA and IFAD related to the project. The PMU under the oversight of MINAGRIF/IDA will work closely with relevant stakeholders to ensure that the SEP is implemented in a successful manner.

Environmental and Climate Safeguards Specialist

The person will be responsible for the management of Programme related environmental safeguards issues and will have oversight over all stakeholder engagement activities as well as other Programme specific safeguards documents. Responsibilities will include the following:

- Continuous development, implementation and monitoring of the stakeholder's engagement plan and other Programme specific documents
- To bring together the different stakeholders engaged in climate financing and develop joint strategies and plans, ensuring that key stakeholders are engaged while creating and maintaining momentum. Liaise with the

Project Coordinator to ensure that stakeholders engagement requirements are understood

- To develop and maintain the stakeholder database/map and
- Proactively identify stakeholders, Programme risks and opportunities and inform Programme Coordinator to ensure that the necessary planning can be done to either mitigate risk or exploit opportunities.
- To initiate the Technical Working Group on environment protection and Climate Change, identifying participants, organizing several initial meetings, and ensuring the technical committee or technical Working group is a useful and efficient instrument for technical collaboration.
- To organize regular meetings and/or prepare regular communications, in close collaboration with the PMU
- To ensure compliance with SECAP and national regulations social and environmental standards, and regularly review and update the social and environmental assessment procedures.

Gender and Social Inclusion Specialist

The Social Inclusion Specialist will be responsible for the management of Programme related social safeguards issues. He/she will oversee all stakeholder engagement activities regarding the implementation of the GRM as well as other Programme specific documents. Responsibilities will include the following:

- Continuous Development, implementation and monitoring of the stakeholder's engagement plan, GRM and other Programme specific documents
- Guiding and overseeing community sensitization processes, ensuring that key information reaches all intended target groups, that beneficiary selection is transparent and in line with pre-defined criteria and that all target groups participate in relevant programme decision-making processes.
- Liaising with local stakeholders regularly to disseminate information about social risk mitigation activities considered by the project.
- Liaise with the Project Coordinator to ensure that stakeholder engagement requirements are understood.
- Maintain the stakeholder database and
- Proactively identify stakeholders, Programme risks and opportunities and inform Programme Coordinator to ensure that the necessary planning can be done to either mitigate risk or exploit opportunities.

Resources and Budget

The design and implementation of a detailed and accurate SEP will be the overall responsibility of the PMU. The Project Coordinator will oversee the SEP implementation to ensure the success of the project.

Training

All the project implementing partners and PMU team members will attend a workshop whose focus will be to bring awareness on the Project design, SEP, GRM, Gender and Social Inclusion Plan as well as other project specific documents. The

training can be organised at multi-level to accommodate all stakeholders and allow free expression of concerns regarding the project.

Budget

The Project Coordinator will ensure that the PMU has an adequate standing budget allocated towards the Stakeholder Management Programme. The preliminary breakdown of cost centres (excluding staff time) is presented in table 4 below.

Table 4: Breakdown of Cost Items

Stakeholder Engagement Activities	Amount (USD)
Baseline and end-of-project knowledge, attitudes and practices (KAP) surveys	Main Project Costs
Conduct participatory rural assessments	
Develop and implement environmental education activities	
Trainings, workshops, meetings	
Travel expenses	
Communication materials (audiovisual and print production costs)	
Total	

Grievance Redress Mechanism

The implementation of this project may generate several challenges and complaints especially those which relate to infringement of rights of sections of the society, unequal sharing of resources and exclusion from the project benefits. Most of the grievances though are expected to be minor and site-specific. They are likely to revolve around nuisances generated during construction such as noise, dust, vibration, workers disputes etc. Often, they can be resolved easily on site. Other grievances are more difficult especially when it's about land boundaries, or misunderstandings between affected households and the Contractor regarding access arrangements. Most of these cannot be resolved immediately and on site.

MINAGRIF/IDA will establish and implement a transparent, fair and free-to-access project-level Grievance Redress Mechanism (GRM), approved by stakeholders, which will be put in place at the start of implementation. Interested stakeholders may raise a grievance at any time to the PMU, EDA/IDA/MINAGRIF and/or IFAD country office.

MINAGRIF/IDA will establish a sub-committee for the GRM at all levels, and for the development and oversight of the mechanism, including reporting on the work of the GRM to all stakeholders.

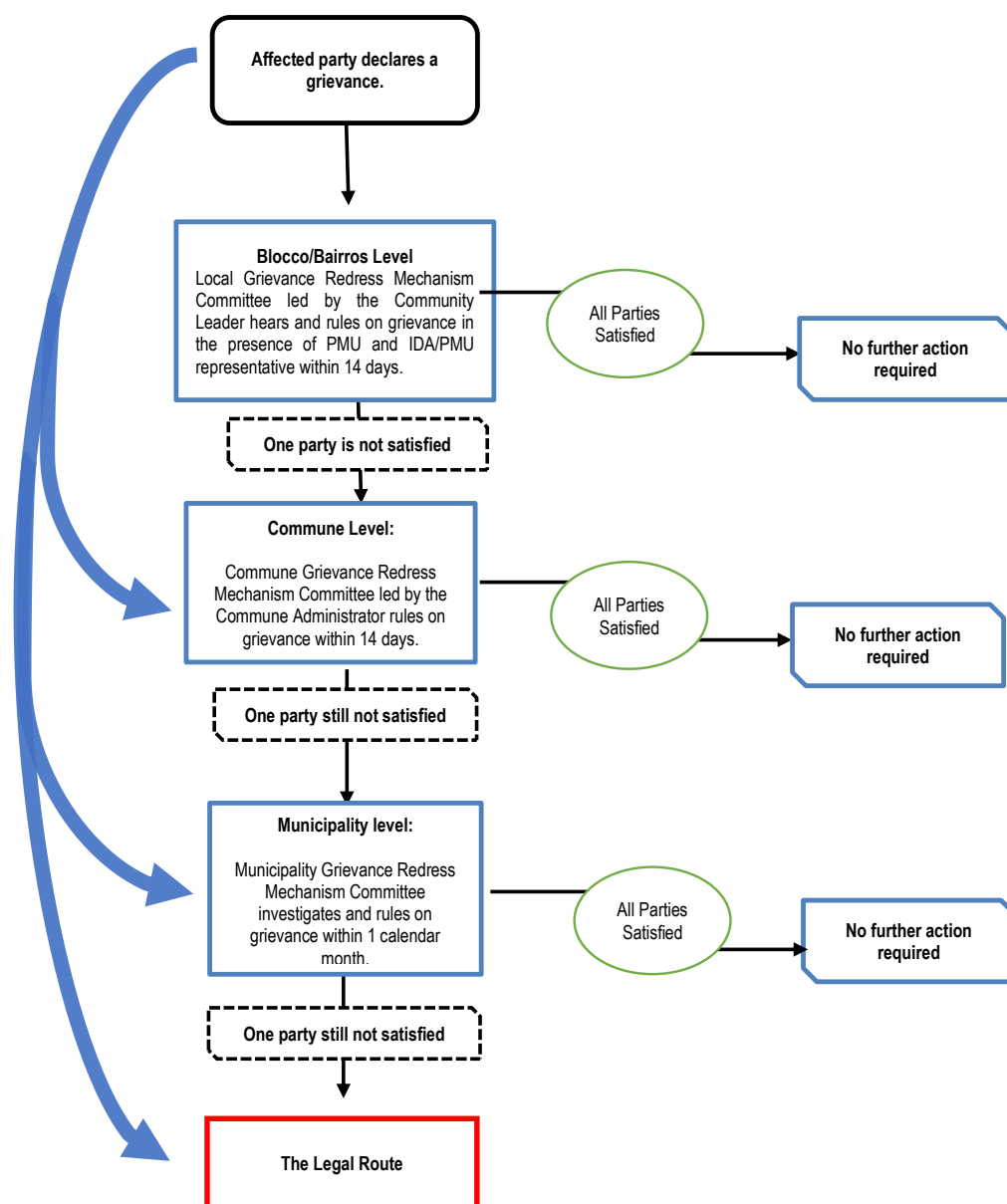


Figure 1: Community Grievance Redress Mechanism

The legal route includes Municipal, Provincial Court and Supreme Court as well as Constitutional of Angola. These courts handle both civil and criminal cases. With regards to complaints and cases during PRODESA implementation, people with complaints will have opportunity to take cases to these courts for review and determination on course of action. Such cases may include review of amount of compensations, cases of theft of valuable property as well as physically harming each other.

The mandate of the GRM Committee will be to:

- (i) receive and address any concerns, complaints, notices of emerging conflicts, or grievances (collectively "*Grievance*") alleging actual or potential harm to affected person(s) (the "*Claimant(s)*") arising from Project.
- (ii) assist in resolution of Grievances between and among Project Stakeholders; as well as the various government departments, civil society organizations, local communities, and others (collectively, the "*Stakeholders*") in the context of the project.
- (iii) Conduct itself at all times in a flexible, collaborative, and transparent manner aimed at problem solving and consensus building.

The functions of the GRM Committee will be to:

- (i) Receive, Log and Track all Grievances received.
- (ii) Provide regular status updates on grievances to claimants and other relevant stakeholders, as applicable.
- (iii) Engage the project Steering Committee members, government institutions and other relevant stakeholders in grievance resolution.
- (iv) Process and propose solutions and way forward related to specific grievances *within a period not to exceed thirty (30) days* from receipt of the grievance.
- (v) Identify growing trends in grievances and recommend possible measures to avoid the same.
- (vi) Receive and service requests for, and suggest the use of, mediation or facilitation.
- (vii) Elaborate bi-annual reports, make said reports available to the public, and more generally work to maximize the disclosure of its work (including its reports, findings and outcomes).
- (viii) Ensure increased awareness, accessibility, predictability, transparency, legitimacy, and credibility of the GRM process.
- (ix) Collaborate with partner institutions, civil society organizations, and other entities to conduct outreach initiatives to increase awareness among stakeholders as to the existence of the GRM and how its services can be accessed.
- (x) Ensure continuing education of Project Board members and their respective institutions about the relevant laws and policies that they will need to be aware of to participate in the development of effective resolutions to grievances likely to come before the GRM.
- (xi) Monitor follow up to grievance resolutions, as appropriate.

Due diligence will be exercised by the local project representatives to first resolve grievances locally, in a manner sensitive to local social and cultural norms. If the local process does not result in resolution of a grievance, the case will be upgraded to the PMU, with the process managed by the Project Coordinator and IDA/EDA Directorate providing guidance and signing off on written responses to grievances.

The project will develop an online (e.g. SMS or WhatsApp) application as one of the methods for stakeholders to lodge a grievance under the project-level GRM.

Monitoring and Evaluation

The implementation of the stakeholder engagement plan will be monitored and evaluated through the 8-year project timeframe. Stakeholder engagement details will be captured through updated stakeholder list, records of all consultations held and records of all grievances received and dealt with (entered into a Grievance log on the system or a computer) among other various knowledge products. Adaptive management measures will be put in place, as needed, to adjust the plan to current circumstances and according to the findings of monitoring and evaluation efforts.

Monitoring and evaluation of the implementation of the stakeholder engagement plan are part of the project M&E plan, and co-financing contributions are included.

Labour Management Plan

10.1 Overview of the LMP

As outlined in its strategic framework, IFAD's overarching development goal is to invest in rural people to enable them to overcome poverty and achieve food security through remunerative, sustainable, and resilient livelihoods. More than three quarters of the world's poor live in rural areas and many of them depend on agriculture to earn a living. The majority of rural workers hold precarious and poorly remunerated jobs in the informal rural economy. Youth in particular face disadvantages in accessing productive and gainful jobs, due to their limited access to productive resources, including land and credit, and markets. As IFAD invests in rural livelihoods, it works to improve working conditions and foster the application of labour standards in rural settings, as these are among the main factors that undermine the well-being and productive potential of rural populations. To ensure that no one is left behind, IFAD targets disadvantaged workers in its projects, particularly youth, women, people with disabilities and migrant workers.

As such, IFAD's SECAP Standard 5: Labour and working conditions aims to ensure that IFAD investments to promote rural employment respect the fundamental rights of workers. Therefore, all private sector actors (or any other entity) that will be engaged in the project, will adhere to the LMP to ensure SECAP compliance prior to engagement in any project activity. Private enterprises that will provide services within the project shall also sign a safeguards commitment letter to implement all measures stipulated in the ESCMF.

To the extent that provisions of national law and employer policies satisfy the requirements of Standard 5, these would be applied and the applicable party would not need to duplicate such provisions in additional project-specific labour management procedures. An assessment, undertaken as part of the scoped ESIA's and ESCMPs and targeted assessments, should identify whether the applicable party (employer, contractor) has appropriate human resources policies and occupational health and safety management procedures to address and manage identified labour risks and impacts and to meet the Standard 5 requirements.

The LMP requirements shall:

- Comply with minimum age threshold set out in International Labor Organization (ILO) Conventions or national legislation (whichever offers the greatest protection to young people under the age of 18) and expect certification by contractor that children under 18 are and will not be employed in hazardous work, and if involved are only doing light work with security and safety standards respected and enforced.
- Check the activities carried out by young workers and ensure that children under 18 are not employed in hazardous work, including in contractor workforces. Hazardous work will normally be defined in national legislation and will be likely to include most tasks in construction and several in agriculture.

- Assess the safety risks relating to any work by children under 18 and carry out regular monitoring of their health, working conditions and hours of work
- Ensure that any workers aged 13-15 are only doing light work outside school hours, in accordance with national legislation, or working in a government-approved training programme
- Ensure that contractors have adequate systems in place to check workers' ages, identify workers under the age of 18 and to ensure that they are not engaged in hazardous work, and that their work is subject to appropriate risk assessment and health monitoring

In addition, the Project will ensure that appropriate wages will be paid per assigned tasks. Security and safety standards will also be respected and enforced. The project Grievance Redress Mechanism will provide for a fair and free from influence entry point for their potential complaints and/or grievances. The Complaints Register and Grievance Redress Mechanism will provide an accessible, rapid, fair and effective response to concerned stakeholders, especially any vulnerable group who often lack access to formal legal resources.

For any Contractors and/or sub-contractors, due diligence will be conducted as necessary to ascertain that third parties who engage project workers are legitimate and reliable entities and have in place appropriate policies, processes and systems that allow them to operate in accordance with the minimum requirements herein.

10.2 Introduction

This Labour Management Plan (LMP) will facilitate planning and assist the PMU and Contractors in ensuring that project implementation adheres to the requirements of IFAD SECAP Standard 5: on **Labour and Working Conditions**. The LMP therefore identifies the main labour requirements and risks associated with the project and will guide the PMU in determining the resources necessary to address project labour issues.

The LMP has been prepared as a safeguard to address labour related issues that may arise during project implementation given the past and existing socio-political and economic conditions in Angola. This LMP has been guided by IFAD's SECAP (standard 5 and its guidance notes) requirements and is in line with the national labour regulations (albeit limitations in implementation). The LMP will enable different project-related parties (e.g. staff of the PMU, implementing agency (IDA/EDA), contractors and sub-contractors and project workers) to have a clear understanding of what is required on specific labour issues.

The GoA recognizes that sound worker-management relationships, fair treatment of workers, promotion of gender equality and protection from gender-based violence (GBV) and provision of safe and healthy working conditions enhances development benefits of a program. It is for this reason that the LMP has been prepared for PRODESA.

The objectives of the LMP are to:

- To promote safety and health at work

- To promote appropriate labour practices which include non-discrimination and equal employment opportunity to all eligible community members
- To protect program workers, including vulnerable workers such as women, persons with disabilities, migrant workers, contracted workers, community workers and primary supply workers, as appropriate
- To prevent the use of all forms of forced labour and child labour
- To support the principles of freedom of association and collective bargaining of program workers in a manner consistent with national law and
- To provide program workers with accessible means to raise workplace grievances.

10.3 Types of workers anticipated

It is expected that PRODESA will engage different categories of workers. These will include: Direct Workers, Contracted workers, Community Workers, Migrant workers and Primary Supply Workers. The exact number of workers will be confirmed once sub-project activities have been specified and agreed on.

Characteristics of project workers

The project will include direct workers e.g. PMU, civil servants from the line ministries, local workers, national or international migrants, community workers, female workers, all these workers will be aged 18 years and above.

Timing of labour requirements

The timing and sequencing of labour requirements in terms of numbers, locations, types of jobs and skills required will be available during sub-project implementation.

Direct Workers

Government civil servants from the Ministry of Agriculture (MINAGRIF, PMU, IDA, EDA, MINAMB etc), subject to the terms and conditions as governed by Angola's Constitution (2011) and the New General Labor Law (NGLL), which came into effect on 26 March 2024. The Constitution and the Labor law both prohibit child labour and forced labour.

Contracted Workers

People engaged through third parties, in particular PMU/IDA as the lead technical partner to perform work related and core functions of the project. The category will also include field personnel directly contracted by PMU and based at various project sites within the states/counties.

Community workers

The community workers including beneficiary households will be engaged to provide community labour for the rehabilitation and any construction works. PRODESA will prioritise recruitment of local unskilled labour and the following terms and conditions will guide management of community workers participating in the project;

- Community workers to be involved in the construction works should be above 18 years of age

- Where wages are applicable, contractors should observe government set minimum wage rate and workers will have an opportunity to negotiate their wages higher.
- Community workers working on voluntary basis will work as per the agreed timeframe by community members themselves. However, hours of work for these workers shall not exceed 4 hours in a day.
- Where wages are applicable, payment of wages will be done monthly on the agreed day of each month.

The community workers will be identified during the project implementation stage and the LMP will be updated accordingly.

Migrant workers

The project shall thrive to engage local skilled and unskilled labour as well as community workers from the locality of the project's impact area. However, where skilled workers are not available in the locality, it is expected that workers from nearby communities will be involved and will be considered as "internal migrants". As part of the environmental and social assessment, the program identified potential risks of child labour, forced labour and serious safety issues which may arise and this will closely be monitored by the PMU.

Primary Supply Workers

People engaged by MINAGRIF/IDA/EDA/PMU/Contractors as primary suppliers. These include, for example, suppliers of construction materials including aggregates, bitumen and precast concrete interlocking blocks or other goods required.

Project activities

The type and location of the project activities are yet to be identified. Significant use of labour is mostly expected to arise from the rehabilitation activities and any construction works. Workers will be involved in a number of activities like infrastructure construction, operations and maintenance, lifting of heavy materials among others. These activities may pose occupational safety and health risks to workers.

The health and safety risks to which workers and community members may be exposed will be assessed during implementation. The ability to prevent or eliminate such risks or, if the risk cannot be prevented or eliminated, measures to protect community workers from exposure will be explored. This will be done through the project environmental and social screening process.

10.4 Labour Risk Identification and Analysis

A number of labour related risks are anticipated during the implementation of the Project which include;

- Occupational Safety and Health risks
- Gender Based Violence (GBV)/Sexual Exploitation and Abuse and Harassment
- Risk of communicable diseases including HIV/AIDS and other STIs,
- Non-compliance with GoA labour laws and regulations
- Discriminatory policies or practices that deny equal opportunity

- Restrictions on freedom of association and collective bargaining
- Limited understanding and implementation of Occupational Health and Safety (OSH) requirements
- Identification crises (returnees, IDPs, refugees)
- Influx of migrant workers
- Exposure to extreme weather conditions such as high temperatures and floods
- Child labour
- Political and ethnic influence in hiring processes
- Possible accidents or emergencies

The project will address these risks by undertaking site specific risk assessments and incorporating mitigation measures for the identified risks into the program specific environmental, social, health and safety management plans to be developed by each sub-project.

Table 1 below presents a summary of the possible mitigation measures for the potential identified labour related risks.

Table 5: Possible mitigation measures for the potential risks

Potential Risks	Proposed mitigation measures
Occupational Safety and Health Risks In general, the working conditions in Angola especially in the agricultural sector are poor and the project needs to ensure that such working conditions are not accepted. The impact is significant in that it may manifest in exploitation of the very community that the project intends to benefit, community workers, but also contracted workers may be affected.	Supervision of Labour Management Practices for contractors, community workers, and direct workers and consultants • Ensure contractors adopt principles of decent work and the associated work programme in Angola • Ensure grievance mechanisms are known and accessible to workers • Promote nutrition-sensitive meals during working hours • Supporting first-aid box and to provide minimal level of training • Provide appropriate and adequate Personal Protective Equipment (PPE) to workers • Train workers regularly on occupational safety and health risks prevention • Enforce the use of PPE by workers • Facilitate the formation of Occupational safety, Health Welfare Committee
Risk of communicable diseases. Spread of HIV and AIDS, Population movement due to labour influx may result in the spread of diseases.	Communication of risks to be conducted through locally appropriate means – targeting specific social groups and genders. • Sensitize workers and communities on communicable diseases including HIV, STIS, and ways of preventing them

	• Encourage workers and communities to go for voluntary screening/ medical check-up/testing • Provide Information, Education and Communication materials on different communicable diseases
Increased risk of influx of migrant workers & competition with locals	• Prioritise recruitment of locals and engage all nonskilled labour force from surrounding communities to minimize the risk of migrant workers and associated negative impacts.
Gender Based Violence, Sexual Exploitation and Abuse – Both for workforce and local communities, particularly under aged girls	• Sensitize workers and surrounding communities on dangers and prevention of Gender Based Violence • Provide equal employment opportunities to men, women, youth and people living with disabilities • Prepare, adopt and implement worker's code of conduct • Prepare and implement GBV/SEAH Action plan • Compulsory training and awareness to workers on GBV/SEAH • Carry out community sensitization • Promote women and girl's empowerment
Child labor – Disturbance of child's education, health and safety	• Sensitize surrounding communities on issues of child labour • Employ people that are aged 18 and above • Restrict engagement of under aged herders • Verify age using IDs • Develop and implement Action Plan to Address GBV and SEAH against children
Discrimination and exclusion of vulnerable groups	• Development of Workers Grievance Redress Mechanism (WGRM); and • Implement a deliberate policy for gender equality • Develop deliberate mechanism to monitor participation of vulnerable groups in all activities
Discrimination against women in employment	• Contractors are compelled to safeguard the interests of women, including gender parity at the workspace, prohibiting, preventing and punishing sexual harassment and other forms of GBV towards female workers • Provide appropriate sanitation facilities at workplace • Provide appropriate PPE for women

	• Develop and implement Action Plan to Address GBV and SEAH against Women
Labor disputes and conditions of employment Given the generally high conflict potential, it is possible that disputes over contracts emerge	• Establishment of Workers Grievance Redress Management Committee (WGRMC) • Compliance with the adapted and revised LMP

10.5 Code of Conduct

PRODESA will develop and implement a code of conduct for all project workers including consultants and contractors, aimed at preventing and/ or mitigating social risks during project implementation. The social risks that may arise include but not limited to GBV and SEAH, child labour, forced labour, Non-payment and/or delayed payment of wages, HIV/AIDS, safety, health and environmental issues. The Project will develop a code of conduct that will require skilled, unskilled migrant and community workers to operate under. Sample Code of Conduct is provided in Annex 1.

10.6 Institutional Arrangements for the LMP

Given the categories of project workers (direct workers, contracted workers and community workers), this section lays out the operational arrangements amongst the various institutions that are collaborating with the project to ensure the smooth implementation of the LMP. The requirements of the LMP apply to all categories of project employees and workers.

The requirements of the LMP as applicable to the direct workers will be under the responsibilities of MINAGRIF/IDA through the PMU.

The requirements of the LMP as applicable to the contracted workers will be under the responsibilities of PMU. The HR/Safeguards unit will be responsible for managing and implementing employment policies, guidelines and procedures, including equal opportunity employment. Their role ensures compliance with national labour laws and IFAD, with respect to recruitment, management and termination of engagements. PMU has the responsibility to ensure LMP implementation at the interface with all contractors (implementing agencies) through the Procurement Team, which is responsible for managing vendor contracts and Letters of Agreement (LoAs).

Where contractors engage community workers directly in rehabilitation or construction activities, it is responsible for the full implementation of the requirements of the LMP as it applies to community workers while the PMU will exercise oversight over labour management processes.

The primary suppliers are identified at the sub-project level by the PMU or directly during sub-project screening and the applicability of the LMP will be affirmed at

that time. MINAGRIF/IDA has the mandate to ensure that all the procedures for primary supply workers are observed, though the PMU will have the overall responsibility.

Key Procedures

The Project will promote sound worker-management relationships and enhance the developmental benefits of the project by treating workers in the project fairly and providing safe and healthy working conditions. MINAGRIF/IDA, PMU, IAs, contractors and all project workers will be accountable for ensuring the full accomplishment of the objectives of Standard 5. The IFAD and national gap assessment shows that some aspects (rules, regulations and procedures) are completely covered by the national legislation while aspects not completely covered by legislation will be satisfied through reference to the IFAD's sector specific guidelines on good practices on occupational safety and health.

The specific Terms and Conditions for the different categories of project workers and different types of activities will be defined in the inception phase of the project. In case of variations between IFAD and GoA national requirements, the more stringent provision will apply.

Labour management responsibilities will be shared across activities, with the PMU Social and Environment Safeguards Specialist acting as focal point.

Annex 1: Workers' Code of Conduct

CODE OF CONDUCT

The main aim of the Code of Conduct (CoC) is to prevent and/or mitigate the social risks related to implementation of PRODESA. The PMU facilitated development of Code of Conduct and will be adopted by all workers. The social risks that may arise include but not limited to Child labour, GBV, HIV and AIDS, delayed/denied wages, unnecessary use of migrant workers and occupational health and safety. The Code of Conduct shall be adopted at the onset of the project to ensure that all community members working under the project understand the social risks and expected behaviour as well as mitigation measures.

Workers' Code of Conduct commits the workers to addressing GBV, SEAH, and other relevant social issues. The PMU will conduct awareness raising on the code of conduct and all workers will be required to sign. Summarised and translated copies of the codes of conduct will be publicly available at the PMU Coordinator's office. This code is aimed at preventing social risks at project sites as follows:

- Attend a compulsory induction on social risks and Code of Conduct prior to commencement of work.
- Where possible, ensure employment of local workforce especially where unskilled labour is required to mitigate social risks
- Ensure there is zero tolerance to child labour practices
- Promote gender inclusion
- Support establishment and functioning of workers' GRM committee to oversee issues of workers' misconduct including GBV/SEAH
- Maintain a safe working environment including provision and use of personal protective equipment
- Following applicable emergency operating procedures' support workers' training and capacity building on social, environmental, health and safety
- Ensure that all workers are sensitized on HIV/AIDS and other STIs issues
- Ensure that workers' rights such as working hours, minimum wages, leave days compensation are protected
- Ensure workers are timely paid according to agreed intervals.
- Respect all manner of people regardless of age, race, colour, language, ethnicity, religion, etc.
- Do not use language or behaviour that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate.
- Sexual activity with children under the age of 18 is prohibited.
- Exchange of money, employment, goods, or services for sex, including sexual favours or other forms of humiliating, degrading or exploitative behaviour is prohibited. Un-consented sexual interactions are prohibited.
- Ensure Terms and Conditions of employment are stipulated and implemented in accordance with Labour Code.
- Ensure that all workers sign individual Code of Conduct confirming their agreement to support prevention of social risks activities.
- Possession of alcohol and illegal drugs and other controlled substances in the workplace are strictly prohibited and ensure compliance to all legal requirements.

I do hereby acknowledge that I have read the foregoing Code of Conduct, do agree to comply with the standards contained therein and understand my roles and responsibilities to comply with all rules of this Code of Conduct. I understand that any action inconsistent with this Code of Conduct or failure to take action mandated by this Code of Conduct may result in disciplinary action.

Signed by: -----

Signature: -----

Date: -----

Annex 2: List of people met

#	Name	Organisation	Position	Email address / phone numbers
Country Programme				
Government of Angola				
Bilateral and multilaterals				
Agricultural Market Actors				
Financial Institutions/Insurance sector				
Farmers' organisations				
Private Sector				
NGOs				
Research and Investigation				

Field Visits

Province	Municipality	Name	Designation	Contact

Angola

Sustainable Development for Subsistence Family Farmers Program

Project Design Report

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Programme Management Department



Republic of Angola

Ministry of Agriculture and Fisheries (MINAGRIF)
Institute for Agriculture Development (IDA)

Eastern Provinces Sustainable Agriculture Development and Livelihood Project (PRODESA)

**ENVIRONMENTAL SOCIAL AND CLIMATE MANAGEMENT
FRAMEWORK (ESCMF)**

September 2024

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Abbreviations and Acronyms

DNPAIA	
EIA	Environmental Impact Assessment
ENA	National Environment Strategy
EPANB	Action Plan for Biodiversity
ESC	Environment, Social and Climate
ESCMF	Environmental, Social and Climate Management Framework
ESCMP	Environment, Climate and Social Management Plan
ESIA	Environmental and Social Impact Assessment
FFS	Farmer Field School
GoA	Government of Angola
GRM	Grievance Redress Mechanism
IDA	Institute for Agricultural Development
IFAD	International Fund for Agriculture Development
LMP	Labour Management Plan
M&E	Monitoring and Evaluation
MASFAMU	Ministry of Social Action, Family and Gender Promotion
MCTA	Ministry of Tourism and Culture
MINAGRIF	Ministry of Agriculture and Fisheries
MINAMB	Ministry of Environment
MINDCOM	Ministry of Industry and Commerce
MINEA	Ministry of Environment
MINEA	Ministry of Energy and Water
MINSA	Ministry of Health
NBSAP	National Biodiversity Strategy and Action Plan
P/FFS	Pastoral Field School and Farmer Field School
PDN	National Development Plan
PMU	Project Management Unit
PNMA	National Environmental Management Plan
PPSCs	Provincial Project Steering Committees
PSC	Project Steering Committee
PWD	People With Disabilities
SDG	Sustainable Development Goal
SECAP	Social Environment and Climate Assessment Procedures
SEP	Stakeholder Engagement Plan
SHF	Smallholder Farmers
SLM	Sustainable Land Management
SME	Small and Medium Enterprise
TAA	Targeted Adaptation Assessment
ToR	Terms of Reference
UNCDB	United Nations Convention on Biological Diversity

1.0 Introduction

Angola is the second largest country south of the Sahara after the Democratic Republic of Congo. It is a resource-rich and rapidly urbanizing country considered to be the third largest economy in Sub-Saharan Africa (SSA) due to its oil and mineral wealth. About 27 per cent of the population lives in the capital region of Luanda with only 37 per cent living in rural areas. Angola, being the second largest oil producer in Africa, has an economy heavily reliant on the petroleum sector. Oil constitutes 87.6 per cent of exports, 50 per cent of government revenues, and together with natural gas, 31 per cent of GDP. The country has a significant unrealized potential to develop industries in agriculture, fisheries, and minerals. More than 50 per cent of the food consumed is imported, constituting 16 per cent of merchandise imports¹. The Government of Angola (GoA) in partnership with IFAD is currently preparing the Eastern Provinces Sustainable Agriculture Development and Livelihood Project (PRODESA), which is under the Ministry of Agriculture and Fisheries (MINAGRIF) and the Institute for Agriculture Development (IDA) and its Municipal Agrarian Development Stations (EDA).

1.1 Project Summary

The project goal is to contribute to the reduction of multidimensional poverty among the rural population in southern and eastern Angola. The Project Development Objective (PDO) is to 'Improve the nutrition and incomes of family farmers and ethnic minority groups in southern and eastern Angola, while increasing their resilience to climate change, commercialization of their products and other shocks and stressors'.

The expected project outcomes envisage beneficiaries to achieve a more diverse, resilient and increased agricultural production and productivity (Component 1), as well as develop an improved connectivity and access to markets (Component 2), as well as improve the regulatory and policy environment (Component 3) to enhance outcome 1 and 2.

The Project will address key food and nutrition security challenges, as well as market access barriers that currently affect agriculture-related livelihoods. The project will group beneficiaries into 'typologies' based on their diverse production systems, market participation, agricultural risks and opportunities and will deploy a participatory planning process to identify local challenges and priorities with regards to sustainable production and productivity as well as agribusiness development that would inform project implementation and a tailored approach to the investments on the ground.

Outcome 1 (Component 1) will be achieved through targeted interventions, such as mobilisation of communities to draw plans on production and collective economic activities (subcomponent 1.1), undertake technical trainings, using Farmer Field School (FFS) methodology to improve production outcomes, and adjust practices and behaviour in a way that remove barriers and challenges related to collective action, limited knowledge of modern production practices and nutrition (sub component 1.2).

¹ WB (2022), Climate Change Angola Climate and Development Report

Dedicated intervention will engage directly on the specific needs of the San community to preserve traditional hunter-gatherer lifestyles and diets (sub component 1.3) that will not only ensure food security and nutrition but also enhance natural resource conservation through seeking to establish a territory designated for the San community use.

Outcome 2 (Component 2) will be achieved through targeted interventions that build on those rolled-out under Component 1 by leveraging on the improved agricultural outputs and community organisation to take it a step further towards business formalisation, access to credit and market engagement, which will entail business management and development support, as well as dedicated efforts to improve access to existing agri-finance mechanisms by creating a bankable pipeline of MSMEs and cooperatives (sub component 2.1). Strategic public investment in infrastructure will resolve local road access challenges by focusing on emerging agri-businesses/cooperatives that are emerging on the market and where such infrastructure will deliver an immediate and tangible result in terms of local economic growth.

Outcome 3 (Component 3) will be achieved by focusing policy dialogue and technical support on areas of primary concern such as natural resource and soil management support and minority rights of access and use of land for traditional hunting and gathering.

Geographical and Beneficiary Targeting

In agreement with GoA, PRODESA will cover the provinces of Cuando-Cubango, Moxico, Lunda Norte, Lunda Sul, and Bie. These five provinces were selected based on the following criteria: (a) incidence of poverty and level of vulnerability to food and nutritional insecurity; (b) impact of climate change (intensity of rainfall or severity of droughts in the area); (c) level of current investment (areas that are underserved by investment and where there is an urgent need to intervene to ensure the resilience of populations that have not benefited from sustainable development interventions in the recent past); and (d) the need to converge IFAD interventions where they will have a significant impact on the populations most affected by climate hazards, as well as the opportunities for synergy with other ongoing or future interventions in the area.

The intervention area of the project covers 42 municipalities out of 164 in the country. These municipalities are characterised by: a) poverty rates ranging from 69.6% (Lunda Sul) to 95% (Moxico), vast areas with ecologies as diverse as they are varied, but with real potential for agricultural and livestock activities. The area has mostly traditional land-use models in the hands of small to medium-sized family farms. In addition to very small farmers organised in cooperatives who show some innovation in the application of agricultural practices learned through FFS (Bie case), there are other farmers who are very poorly organised and hunter-gatherers who have only been practising agriculture for 10 to 15 years.

Through family farms, organised or not, PRODESA mainly targets poor smallholder, agro-pastoralist and pastoralist households that are economically and socially vulnerable, especially those in a situation of food and nutritional insecurity, most of whom grow subsistence crops. A total of 1,068,582 people in 222,621 households will be reached, representing 60% of the total population of the project

area, estimated at 1,780,969 people. Through specific targeting strategies, the project will reach 50% women and 30% young people (18-35 years). The project will also pay special attention to marginalised groups (people with disabilities, ex-combatants, and in particular the San and agro-pastoralist minority groups), who will represent 10% of the total direct beneficiaries.

In view of the dynamics observed on the ground, the direct beneficiaries of the project can be divided into three categories: C.1, C.2, C3.

- **C.1 - the most vulnerable.** These are mainly poor households that are food and nutrition insecure and have little or no access to land, water and other assets. This target group category includes: (1) very poor farming families without livestock, dependent on rain-fed subsistence agriculture, whose non-irrigated or very poorly irrigated farms do not exceed 3 ha with very marginal production yields; (2) very small-scale agro-pastoralists or pastoralists engaged in subsistence livestock activities or with very small livestock and transhumant pastoralism; (3) youth (both male and female), landless heads of households who are used as labourers on other farms and have very few means of subsistence; and (4) the most vulnerable and marginalised (very poor) - minority groups, ex-combatants, people with disabilities, albinos, unmarried mothers, victims of various forms of violence, including gender-based violence, the elderly suffering from malnutrition and/or undernutrition, etc. These target groups share structural vulnerability, low social integration and lack of socio-economic opportunities.
- **Category C2 - micro and small farmers with low productivity and low value added.** This category includes producers, agro-pastoralists and pastoralists with easier access to land and other assets to increase production potential. Priority is given to youth (2) poor women heads of households. Target groups in this category have very limited economic opportunities, making their livelihoods highly vulnerable.
- **Category C.3 - local actors who can be described as cooperatives and micro and small enterprises (MSMEs).** They are mostly informal and established by men and women who are or want to be involved in market supply chains at different levels of production, agro-logistics³, supply of inputs, processing, aggregation and marketing. This category also includes youth who need vocational training and business coaching.

Implementation Arrangements

The Ministry of Agriculture and Fisheries (MINAGRIF) will be the lead implementing agency and IDA will have the responsibility of overseeing the project's implementation. IDA will delegate the day-to-day coordination/management of the project to a Project Management Unit (PMU) that will be established. A Project Steering Committee (PSC) will be established to provide the oversight function. The PSC will be chaired by the Minister of Agriculture or the Secretary of State for Agriculture and Livestock and composed of members from institutions with direct relevance to the achievement of PRODESA objectives (such as Ministry of Energy and Water - MINEA, Ministry of Environment - MINAMB, Ministry of Tourism and Culture- MCTA, Ministry of Industry and Commerce - MINDCOM).

At the provincial level, there will be PMUs to help coordinate/manage SDELP activities at those levels. Provincial Project Steering Committees (PPSCs) will be established; their composition and tasks will reflect those of the PCC. The composition of staff at the national and provincial PMUs will be determined during

the detailed design.

1.2 Justification for the Preparation of the ESCMF

The potential activities for this project that have been considered for the development of this impact analysis include the following:

- Construction and/or rehabilitation of enabling infrastructures including water conservation structures
- Enhanced and intensified crop and livestock production
- Rehabilitation/upgrading/construction of last mile feeder roads
- Construction of aggregation, food processing and storage facilities for inputs and produce
- Improved transportation to the market
- Land clearance/deforestation to pave way for agricultural development

The project proposed activities have the potential to create environmental, social and climate risks and impacts in its receiving environment or to be impacted on by the environment. These may include but not limited to environmental disturbances, pollution, and nuisance on media such as water, land and soil, occupational health risks, land ownership and resources use conflicts, conflicts over grazing land, exclusion issues, elite capture, temporary/permanent displacement of people during construction of infrastructures and possible conflicts at household level due to improved incomes. However, most of the impacts will be localized to the project sites, short term and most importantly can be avoided/reduced or mitigated by properly applying appropriate mitigation measures.

The environmental and social category of PRODESA is **“Moderate”** but however, an Environmental, Social and Climate Management Framework (ESCMF) was prepared, which is an instrument that examines the environmental, social and climate (ESC) risks and impacts of a project whose exact location of subprojects cannot be accurately determined, and therefore the risks and impacts cannot be determined until details of subprojects are identified. Climate Risk for PRODESA is **“Substantial”** and in line with IFAD SECAP, a Targeted Adaptation Assessment (TAA) was also prepared, a tool that examines what can be done now or in the near future to anticipate the impacts of climate change and reduce vulnerability.

The ESCMF, will define the principles, rules, guidelines and procedures to assess ESC risks and impacts. The ESCMF ensures implementation that is environmental, social and climate sustainable. This entails identification of potential ESC risks and impacts of the subprojects, defining procedures for the assessment of ESC risks and impacts, and contains mitigation measures to reduce, mitigate and/or neutralize risks and adverse impacts, as well as information about the agency or bodies responsible for the project, including its capacity to manage the ESC risks and impacts.

1.3 ESCMF Scope

The ESCMF study covers natural, economic, social and climate aspects in an integrated way. The study considers obligations of the country pertaining to project activities under relevant national laws and international agreements and standards, best practices, and realities of the institutional capabilities related to environment,

climate change and social aspects. The study specifically, involves:

- a) engaging a broad range of stakeholders at the national, provincial, municipality and commune level, involving as much as possible vulnerable groups wherever possible,
- b) identifying and addressing cross-sectoral issues, as necessary,
- c) identifying environmental, climate change and social opportunities and constraints,
- d) ensuring integration with international, regional (where relevant), and national policy and planning structures; and
- e) Including an effective system for monitoring of climate, environmental and social issues.

1.4 Policy and Legal Basis

The need to develop an Environmental, Social and Climate Management Framework (ESCMF) for the project emanates in observance of the environmental and Social safeguards requirements of the Government of Angola (GoA) when such development is being undertaken. The need is currently reflected in the Basic Law on the Environment (Law no. 5/98, of 19 June), Statutes and New Functions of the Ministry of the Environment (Presidential Decree No. 162/20) and the General Regulation for Environmental Impact Assessment and Environmental Licensing Procedure (Presidential Decree No. 117/20 of 22 April) as explained in Chapter 2.

The project has also been designed in compliance with IFAD's guidelines on Social, Environmental and Climate Assessment Procedures (SECAP). The IFAD SECAP requires measures to be taken to protect the physical environment from all forms of degradation and to prevent any potential social impacts for any programme or project being funded by IFAD. Included in SECAP are Environmental, Social and Climate Standards that comprise key requirements for the environmental, social and climate sustainability of projects. The Standards are based on good practices of the United Nations, international financial institutions and multilateral development banks. They should be read in their entirety and cross-referenced as necessary.

1.5 The ESCMF Process

The study was prepared in accordance with applicable IFAD's SECAP and policy documents and the GoA environmental impact assessment (EIA) guidelines. The study consisted of the following aspects:

- i Review of policy, regulation, and institutional framework
- ii Establishment of baseline socio-environmental conditions,
- iii Assessment of potential climate and environmental impacts,
- iv Assessment of potential social impacts
- v Preparation of the environmental mitigation plan and a monitoring plan and
- vi Providing guidelines for the implementation of the measures.

The process involved extensive review of related literature from published and unpublished documents, and consultations with the various stakeholders during a field mission visit to Moxico, Lunde Norte, Lunda Sul, Bie, and Cuando Cubango. The rationale for these consultations was to take on board views from a reasonable cross section of community representatives, municipality and provincial levels including representatives from various departments. Overall, the ESCMF ensures that the

substantive concerns of the relevant IFAD SECAP standards, and the Government of Angola legislation will be considered during the implementation of the selected agricultural activities.

1.6 Institutional Arrangements

MinAGRE through IDA will establish and equip a Project Management Unit (PMU), which is responsible for the management and implementation of all project activities. The PMU will hire experienced safeguards staff to handle all safeguards issues, specifically to improve environmental, social and climate compliance monitoring and reporting. At the provincial level, Environment and Community Development technicians will be appointed as environmental and social safeguard officers to closely monitor and supervise the proper implementation of ESC Safeguards in all areas.

MinAGRE will be responsible for the overall implementation of the Project activities and ensure that the present ESCMF and other specific instruments (SEP, GRM, LMP and TAA) are fully implemented. The PMU E&S team will need additional project focused training to be able to monitor and manage the ESC risks of PRODESA which will be governed by the ESCMF.

It is in this context that this ESCMF includes a proposal for the strategic strengthening of the PMU, project technical units at provincial, municipality and commune level as well as other concerned ministerial departments. The capacity strengthening will be in proportion to the environmental and social risks and impacts associated with the project.

2.0 Regulatory and Policy Framework

The applicable Angolan legislation required for this ESCMF and the other instruments developed for the project (SEP, GRM and TAA) are given below.

2.1 National Framework

i) The Constitution of Angola, 2010

Article 39 of the Constitution stipulates that: 1. Everyone has the right to live in a healthy and unpolluted environment, as well as the duty to defend and preserve it; 2. The State adopts the necessary measures for the protection of the environment and species of flora and fauna throughout the national territory, the maintenance of ecological balance, the exploitation and rational use of all natural resources within the framework of sustainable development and respect for the rights of future generations and the preservation of different species; 3. requires the punishment of acts that endanger or harm the preservation of the environment.

National Provisions for environmental Assessment

ii) The Basic Law on the Environment (Law no. 5/98, of 19 June)

The post-independence legal reform process was comprehensive, innovative and ambitious and resulted in the completion of several fundamental environmental-related instruments, notably the 1998 Environmental Framework Law. This statute serves as a basic reference for new environmental protection legal instruments developed in recent years, particularly in relation to the pursuit of the objectives set out in Articles 5 and 6, such as achieving sustainable development in all areas of national life, integrating environmental aspects into the process of socio-economic development and establishing the responsibilities of all parties - governmental, private and civil society - whose activities have any influence on the environment through its use or management.

iii) National Environmental Strategy

The National Environment Strategy is a guiding framework closely related to the National Environmental Management Plan (PNMA), which aims to identify Angola's main environmental problems and address them in order to achieve sustainable development goals. The National Environment Strategy (ENA) is geared to meet Angola's needs, but also reflects the goals and objectives of the United Nations Conference on Environment and Development.

iv) Presidential Decree No. 162/20 - Statutes and New Functions of the Ministry of the Environment (MINAMB)

This decree establishes the statutes and new functions of the Ministry of Environment (MINAMB). For the impacts of the project, the attributions of two national directorates stand out, the National Directorate of Environment, which is responsible for the implementation of the National Environmental Management

Plan and the National Directorate for Prevention and Assessment of Environmental Impacts (DNPAIA), which is responsible for the design and implementation of policies and strategies to prevent the incidence of environmental impacts. Among the various, the following competencies stand out:

- Promote the identification and prevention of the impacts of human activity on the environment.
- Participate in the assessment and management of natural and industrial risks.
- Guide and monitor environmental audits and carry out environmental impact assessments in projects and ventures of public and private entities.
- Carry out environmental licensing for projects whose activities significantly impact the environment, in accordance with current legislation.
- Guide the application of preventive measures aimed at mitigating risks diagnosed in environmental impact studies and ensuring technological alternatives for application.

Both presidential decrees aim to ensure that the EIA not only complies with the requirements of the Environmental Framework Law and the Decree on Environmental Impact Assessment, but also with relevant sectoral legislation in consolidating good environmental practices for the country's sustainable development objectives. In summary, the newly created Ministry of Culture, Tourism and Environment (MINAMB through DNPAIA) is responsible for issues related to environmental management at all levels (national, provincial and district), with the support of the Directorate for Prevention and Assessment of Environmental Impacts (DNPAIA) which is responsible for evaluating the reports received and forwarding them to MINAMB, with recommendations on whether or not an Environmental License is necessary.

v) National Strategy and Action Plan for Biodiversity (2019-2025)

In order to implement the recommendations of the United Nations Convention on Biological Diversity (UNCDB), ratified by Resolution No. 23/97, the Government approved, through Resolution No. 42/06 of 26 July 2006, the National Strategy and Action Plan for Biodiversity (EPANB). However, this Resolution was revoked by Presidential Decree No. 26/20 which approves the National Strategy and Action Plan for Biodiversity 2019-2025, an annex to this Presidential Decree.

This strategy aims to incorporate measures for the conservation and sustainable use of biological diversity and the fair and equitable distribution of biological resources, benefiting all Angolans in development policies and programs, as well as actions for the conservation, preservation, protection and restoration of Biodiversity in Angola.

The National Biodiversity Strategy and Action Plan (NBSAP) of the Republic of Angola was developed to serve as an integrated strategic framework. The conservation and sustainable use of biodiversity can be organized and coordinated to fulfill a seven-year Action Plan (2019-2025).

The following section summarizes the environmental and social policies, laws and

regulations in force in Angola, particularly those relevant to the project.

vi) National Environmental Management Program 2009

To develop a coherent environmental policy, and in line with the objectives set out in Article 6 of the Environmental Framework Law, the GoA approved, in January 2009, the National Environmental Management Programme. This programme is defined as a fulfilment of the general objective of the Environmental Framework Law on the sustainable development of the country, based on the sustainable development of the country, based on the preservation of the environment in the development and social process and the responsibility of public and private entities for acts that may cause environmental damage. The referred document contains a survey of the environmental legislation in force, such as:

vii) General Regulation for Environmental Impact Assessment and Environmental Licensing Procedure (Presidential Decree No. 117/20 of 22 April)

Arising from the Constitution of the Republic (Constitutional Court Ruling No. 111/2010 of 3 February 2010) and the Environmental Framework Law (Law No. 5/98 of 19 July) of Angola, the General Regulation for Environmental Impact Assessment and Environmental Licensing Procedure (Presidential Decree No. 117/20 of 22 April) is laid down, repealing Decree No. 51/04 of 23 July and Decree No. 59/07 of 13 July on Environmental Licensing. The main features of the regulation are presented below.

Table 1: General GoA Regulation for Environmental Impact Assessment and Environmental Licensing Procedure

No.	ASPECTS COVERED	MEANING/DETAILS
1	Scope/Object	Mandatory for projects that, due to their nature, location or size, may cause significant environmental and social impacts and are subject to environmental licensing, as set out in the Environmental Framework Law (Law No. 5/98 of 19 July), with DP 117/20 applying to all public and private activities. Environmental Impact Assessment (EIA) is a preventive environmental (and social) management procedure that consists of the prior, qualitative and quantitative identification and analysis of the beneficial and harmful environmental effects of a proposed activity.
2	Categorization of Projects/Activities	According to article 7 (Categorization), for the purposes of the EIA process, the activities contained in the annexes to this regulation are categorized as follows:

		a) Category A: actions which, due to their complexity, location or irreversibility and magnitude of possible impacts, merit not only a high level of social and environmental monitoring, but also the involvement of experts in the environmental impact assessment processes. These activities are contained in Annex I and are subject to the completion of an EIA.
		b) Category B: actions that significantly affect living beings and environmentally sensitive areas, their impacts are of greater duration, intensity, magnitude and significance. These activities are contained in Annex II and are subject to the carrying out of an EIA.
		c) Category C: actions that do not affect living beings or environmentally sensitive areas. sensitive, compared to Category B activities. These activities are contained in Annex III and are subject to the completion of an EAS.
		d) Category D: actions that cause negligible, insignificant negative impacts or minimum, characterized by the absence of irreversible impacts, with positive impacts being greater and more significant than negative ones and exempt of EIA procedure and environmental licensing. These activities are contained in Annex IV and are not subject to the EIA and Environmental Licensing Procedure.
		e) Category E: not included in the list of definitions (Annex V)
		For activities classified as Category A, the Pre-Feasibility Study and EIA Scoping Definition (EPDA) and the Terms of Reference (ToR) must be submitted prior to the preparation of the EIA. In Category B, the Terms of Reference (ToR) must be submitted prior to the preparation of the EIA. In Category C, the Terms of Reference (ToR) must be submitted prior

		to the preparation of the EAS.
3	Assessment and General Processing of EIAs	Ministerial Department Responsible for Environmental Sector (which performs several functions) and Local Government Services (e.g. ToR for EAS, environmental licenses for Category C activities and exemption for Category D activities)
4	Evaluation and Results	Activities listed in Annexes I to III of the Regulation must be subject to pre-assessment, which may result in: a) Rejection of the location; b) Categorization; c) Exemption. The evaluation criteria for this assessment include: a) Number of people and communities covered. b) Ecosystems, plants, animals affected; c) Location and extent of the affected area; d) Probability, nature, duration, intensity and significance of impacts; e) Direct, indirect, potential, global and cumulative effects of the impact; f) Reversibility and irreversibility of impact. The assessment and description of mitigation measures (including their hierarchy) considers the environmental and social quality standards adopted in Angola.
5	Environmental and Social Management Plan	Despite many references to environmental (and social) management measures in some of its articles (with emphasis on Article 31° "Content of the Environmental Operating License"), the Regulation does not include a definition of the Environmental (and Social) Management Plan nor a section that specifically refers to this management instrument.
6	Exemptions	Emergency, defense and national security actions are exempt from conducting environmental (and social) impact studies.

7	Public Consultations	As with many other matters of public interest and related to the use and management of resources, Public Consultations are mandatory in relation to projects subject to Environmental Impact Assessment.
8	Validity of Environmental Licenses	For Category A, B and C projects, environmental installation licenses are valid for 3 years and operating licenses (granted after inspection) are valid for 5 years, all renewable upon application submitted to the authorities 90 days before their expiry. An environmental audit precedes the renewal of licenses.
9	Environmental Consultants	EPDA and EIA are prepared by environmental firms registered with the Ministerial Department responsible for the environment. Only registered environmental consultancy firms can carry out EIA in Angola.

Gaps in the Regulation

Although it deals with the Pre-Feasibility Study and Scoping Assessment, the Regulation does not provide sufficient detail on the pre-assessment criteria for projects to be assessed and categorised. It seems that these will be more common at the project level, where sub-projects should be of low severity and therefore not require further action beyond categorisation and exemption from EIA, in some cases preparation of livelihood restoration plans.

viii) Executive Decree No. 87/12, Regulation for Public Consultations of Projects Subject to Environmental Impact Assessment

This Executive Decree defines and establishes the purpose of public consultation² for projects subject to EIA. Although the need for public consultation has been indicated in the legislation previous (Law No. 5/98), this Decree provides a more detailed and comprehensive explanation of the objectives and requirements of the public consultation.

The purpose of this legal document is to establish the rules for conducting public consultations on public or private projects subject to EIA (to gather opinions and contributions from interested and affected parties).

ix) Executive Decree No. 92/12 on the Terms of Reference for the Preparation of Environmental Impact Studies

The purpose of this Executive Decree is to establish guidelines for the preparation

² Public Consultation, in accordance with Executive Decree No. 87/12, is understood as the procedure included within the scope of public participation and regulated under the terms of this decree that aims to collect opinions, suggestions and other

of environmental impact studies, necessary for the analysis of the environmental viability of projects subject to environmental impact assessment.

The Decree also includes three annexes that provide guidance on the information to be submitted to the Ministry:

- Annex I is an application form for the project proponent to indicate which Environmental License he/she is requesting (the project registration);
- Annex II provides a form for the provision of simplified preliminary project information; and
- Annex III describes the content and minimum general structure required for the environmental impact study, but does not provide details on the required content of each section.

The Ministry of Environment (MINAMB) currently has a platform in operation called the Integrated Environment System (SIA), which is used to register and submit all studies requested by MINAMB and subsequently communicate the status of the processes. The information requested in Annexes I and II identified above is, in its majority, reflected in the SIA platform. The environmental impact study to be prepared must be in line with the minimum content requirements set out in Annex III.

x) Decree No. 194 of 2011 - Environmental Damage Regulations.

The Environmental Damage Regulation, in its articles, highlights the following: a) The polluter pays principle; b) Strict liability (irrespective of culpability) for environmental damage; c) Powers of the regulatory authority (Ministry of Environment) to prevent or reduce the risk of environmental damage, including requiring companies to develop prevention programs and make disclosures in the event of an imminent threat to the environment; d) Financial guarantees to be paid for remediation or compensation for environmental damage in the form of insurance policies, bank guarantees, company reserves or other mechanisms; e) Individuals and non-governmental organizations with legal standing to pursue legal actions (including class actions) to prevent, remedy and/or obtain compensation for environmental damage; and f) Strict penalties, including fines that can reach US\$100 million, in addition to cancellation of Environmental Licenses.

xi) Presidential Decree No. 190/12, of August 24 - Presidential Decree on Waste Management.

The purpose of this decree is to establish general rules regarding the production, deposit in soil and underground, the release into water or the atmosphere, the treatment, collection, storage and transportation of any waste, except those of a radioactive nature or subject to specific regulation, in order to prevent or minimize their negative impacts on human health and the environment, without prejudice to the establishment of rules aimed at the reduction, reuse, recycling, recovery and disposal of waste.

xii) Decree on Environmental Auditing (Decree No. 1/10, of January 13)

Another important tool in the field of environmental protection is environmental auditing, enshrined in Decree No. 1/10 of 13 January 2010. This instrument will allow regular or occasional verification and evaluation of the environmental

performance of certain projects. Environmental audits can be public or private, depending on whether they are determined by the competent public body or by the company itself. These audits are mandatory for activities subject to EIA.

Provisions for Land and Water

xiii) Water Law (Aqua Law, Law no 6/02)

Angola's Water Law (Lei de Água, Law No. 6/02) was enacted in 2002. The law provides for government ownership of the country's water resources, and the State's responsibility for the development, control, and preservation of water resources. Regulations have not yet been enacted. The Biological Water Resources Law (Law No. 6-A/04) promotes the protection of Angola's aquatic resources and ecosystems. The law requires an environmental impact assessment for projects that may affect biological water resources.

Angola's Water Law provides landowners with rights to use groundwater and water flowing through their property, subject to recognition of the State's fundamental rights to all water and the requirement that landowners may not obstruct any watercourse. The law promotes water user participation in water management and intersectoral coordination. Under customary law, landowners have similar rights to use water flowing through their land parcel with the obligation to restrict use as necessary to preserve the resource for the community.

The National Water Directorate, which is under the jurisdiction of the Ministry of Energy and Water (MINEA), is responsible for water resources in Angola. The Directorate's responsibilities include proposing and promoting policies and legislation, establishing strategies for the rational use of water resources and sustainable development, licensing and inspection of hydraulic works and water and sanitation systems, and establishing rules to ensure the quality of water supply services.

xiv) Land Law (Law No. 09/04, of November 9)

The Angolan Land Law (Lei da Terras de Angola, Law 09/04, of 9 November) reaffirms the constitutional position that the government owns and exercises ultimate authority over all land and natural resources. The same law encompasses all rural and urban land to which the state may grant transferable rights. The 2004 Land Law includes a provision requiring persons occupying unregistered property to register the land within a time limit set by law.

With regard to land, where the main legislative instrument is the Land Law of 2004, the state may confer transferable rights and, in particular, provides for the transformation of customary rights into statutory rights with a view to providing security of tenure and protection against evictions, which, although not necessarily a matter of the past, were a common phenomenon in the colonial period and during the long years of civil war.

Table 2: Essential Aspects of Land Law

	ASPECTS COVERED	MEANING/DETAILS

1	Scope/Object	Establishment of the general bases of the legal regime of lands integrated into property originating from the State, the land rights that may apply to them and the general system of transmission, constitution, exercise and extinction of these rights.
2	Acceptable Land Uses	a) housing and buildings. b) natural resources, mining and agriculture. c) forestry and land use planning. d) economic and industrial activities.
3	Public and Private Domain	The state holds "direct dominion" over land and has the authority to confer or transfer "useful dominion" to individuals and entities. Land tenure under formal law is based on its classification as urban or rural, its use and the duration of that use. The different categories of land tenure are described below. Although practice dictates other outcomes as discussed above, by definition, in all aspects of land tenure in Angola, men and women have equal rights. a) inland waters, territorial sea, continental shelf, exclusive economic zone, contiguous seabed, including the living and non-living resources found therein; b) national airspace; c) mineral resources; d) public roads and paths, bridges and public railways; e) beaches and the coastline, in a strip established by charter or by government decree, depending on whether or not they are integrated into urban areas; f) territorial areas reserved for environmental protection; g) territorial areas reserved for ports and airports; h) territorial zones reserved for military defense purposes; monuments and properties of national interest, thus classified and integrated into the public domain; i) other things assigned, by law or by administrative act, to the public domain. Which are inalienable, imprescriptible and unattachable areas The land rights that the State may transfer or establish over the concessible lands integrated within its land for the benefit of individuals or legal entities include:

		a)Property rights; b)Customary useful domain; c)Civil useful domain; d)Surface right; Right to precarious occupation.

Table 3: Land Tenure in Angola

No.	TYPE OF POSSESSION	PROVISIONS
1	Property	Private rights over urban land of freehold quality under which the owner has the perpetual right of occupation and use, transfer, mortgage and sale. However, the purchase and sale of urban land must be at public auction, with prices to be set on the basis of municipal indices and rules. Private property rights may only be transferred with the consent of the local authority, and only after five years of actual use
2	Domain Useful Customary	Rural communities, i.e. groups of neighbouring families who have rights of possession and administration, and use of land in a useful and effective manner in accordance with customary rules, may obtain a perpetual right of Use of Customary Domain. This right cannot be transferred or confiscated, unless it is by executed mortgage, or if it is subject to a grant.
3	Useful Civil Domain	It applies to rural and urban land and is granted through a contract of concession or lease. It is a perpetual right that can be mortgaged.
4	Surface rights	They apply to rural and urban lands that are granted to individuals and entities for the construction of buildings or to plant or maintain plantations. They are granted provisionally for 5 years, which can be extended to 70 years.
5	Precarious occupation rights/temporary leases	They are granted on rural and urban lands for a period of up to one year, subject to renewal, for the purposes of construction, mining, scientific research or other permitted activities.
6	Rights Customary and Former Landowners	They represent most of the Angolan land and are based on rights based on principles such as first-clearer, inheritance and informal transaction. Some former landowners, such as the Portuguese who own large estates, claim de facto rights based on their prior

	.	ownership and continued occupation. In some areas, local governments classify these farmers' rights as similar to perpetual leases.

Provisions for Gender and Social Inclusion

xv) National Development Plan (2023 – 2027)

With regard to the promotion of Gender Equality, the National Development Plan (PDN), 2023-27 establishes specific actions for women with a view to promoting equal opportunities and enhancing their role in the family, social, political, economic and business spheres, as well as with a view to ensuring the sustainable empowerment of young women and women in rural areas.

In the PDN, the focus on gender equality and women's empowerment is centered on Axis 4: Reducing social inequalities, eradicating hunger and extreme poverty, promoting gender equality and solving multidimensional challenges and *transversal to improving the quality of life of the population, Program 24: Gender Equality Program*. In addition to this programme, axis 4 also includes the integrated Local Development and Poverty Alleviation programme; the Social Security Modernisation and Expansion Programme; and the Social Action and Family Enhancement Programme.

One of the objectives of Programme 4 is to reduce discrimination and gender-based violence and protect victims.

Furthermore, in the context of social issues, the Angolan Government has approved several other legal instruments aimed at promoting Gender Equality and Equity, in order to respond in a sustainable and multisectoral manner to the fight against Gender-Based Violence. These are;

- Presidential Decree No. 124/13 of 28 August, which regulates the Law Against Domestic Violence
- Presidential Decree No. 222/13, which approves the National Policy for Gender Equality and Equity
- Law No. 38/20 of 11 November, which approves the Angolan Penal Code and the Strategy for advocacy and mobilization of Resources for implementation and monitoring of the National Policy for Gender Equality and Equity.

The recently approved Organic Law of the Ombudsman's Office and the Statute of the Ombudsman (February 2020) can be added. The issue of public participation has a cross-cutting nature that also crosses many other cross-cutting issues such as the environment in general, gender issues and poverty. The provisions listed above understand the consultation and participation of affected people as essential to development.

In 2020, the National Human Rights Strategy was approved (Presidential Decree No. 100/20 of 14 April), as well as the National Action Plan to Prevent and Combat Human Trafficking (Presidential Decree No. 95/20 of 14 February) (which forms part of the National Human Rights Strategy).

In different ways, they provide for actions to promote and defend Human Rights, information, education, awareness-raising, promotion of consent and consensus, monitoring and follow-up of development actions, mediation including recourse

to courts in the event of disputes between the promoters of development initiatives, development initiatives and the people affected, interested and/or otherwise involved. They also provide for people affected by development initiatives to be compensated for any losses they may suffer.

xvi) Violence and Gender (Law No. 25/º of 14 July and Presidential Decree No. 222/13)

With regard to the promotion of Gender Equality, the National Development Plan (PDN) 2018-2022 establishes specific actions for women with a view to promoting equal opportunities and enhancing their role in the family, social, political, economic and business domains, as well as with a view to sustainably ensuring the empowerment of young women and women in rural areas.

In the 2018-2022 NDP, the focus on gender equality and women's empowerment is centered on Axis i) human development and well-being, whose programs and projects include: the Gender Promotion and Women's Empowerment Program, the Prevention and Support Program for Victims of Domestic Violence, the Integrated Program for Local Development and Combating Poverty, which incorporates women's empowerment actions in all municipalities, the Productive Inclusion and Income Generation Program, with a greater focus on families headed by women; the Municipalization of Social Action Program; and the Social Monetary Transfer Program.

In the process of reviewing the PND 2018-2022, the sensitivity for the mainstreaming of the gender approach in the different axes increased, as well as the discussion with key actors for the integration of the gender-sensitive approach in the planning process.

The Constitution of the Angolan Republic, through paragraphs 1 and 2 of article 23 (Principle of Equality) establishes that everyone is equal before the Constitution and the law and no one can be harmed, privileged, deprived of any right or exempted from any duty by reason of their ancestry, sex, race, ethnicity, color, disability, language, place of birth, religion, political, ideological or philosophical beliefs, level of education, economic or social status or profession.

As a result of the Constitution of the Republic, the Angolan Government has approved several legal instruments aimed at promoting Gender Equality and Equity, in order to respond in a sustainable and multisectoral manner to the fight against Gender-Based Violence. These are Law 25/11 of July 14, 2011, which approves the Law against Domestic Violence; Presidential Decree No. 124/13 of August 28, which regulates the Law against Domestic Violence; Presidential Decree No. 222/13, which approves the National Policy for Gender Equality and Equity; Law No. 38/20 of November 11, which approves the Angolan Penal Code and the Strategy for advocacy and mobilization of Resources for implementation and monitoring of the policy.

In turn, the Law Against Domestic Violence (Law No. 25/11, of July 14), considers the family to be the fundamental nucleus of society, requiring increased and special protection, in accordance with the principles enshrined in the Constitution of the Republic of Angola. It recognizes that domestic violence is a social scourge that contributes to the breakdown and emotional instability of families and, consequently, of society. In its first article, the law establishes the legal framework for the prevention of domestic violence, and for the protection and

assistance of victims.

xvii) Cultural Heritage Law, Law No. 14/05 of 7 October

The Law establishes the basis of the policy and regime for the protection and enhancement of Cultural Heritage considered to be of relevant interest for the understanding, permanence and construction of Angolan cultural identity. In accordance with its Article 11, the protection and enhancement of Cultural Heritage aims, among other things, to defend environmental and landscape quality. The law regulates situations of expropriation, and whenever there is depreciation of a property or an act of negligence, due to action or omission by the owner, possessor or holder that puts at risk the classified or in the process of being classified movable or immovable cultural assets or offends or distorts their characteristics or setting, the supervising Ministry may, after hearing the respective owner, promote the expropriation of said assets.

xviii) Presidential Decree No. 53/13, of 6 June – Approves the Regulation of Immovable Cultural Heritage

This decree aims to regulate the rules and procedures for the protection, preservation and enhancement of Immovable Cultural Heritage, as provided for in Law No. 14/05 of 7 October. In accordance with paragraph 3 of Article 6 (Duty of Preservation), owners, possessors or holders of goods that are classified or in the process of being classified classification, must limit the risks of physical degradation of the immovable heritage, taking into account the specific problems of heritage conservation within the scope of environmental preservation and scientific research aimed at identifying and analysing the harmful effects of pollution and defining the means of reducing or eliminating their causes.

xix) Law No. 3/04, of June 25 – Law on Land Use and Urban Planning

Approves the Land Use and Urban Planning Law (LOTU), establishing the principles on which land use planning policy is based, indicating that it must comply with land use planning techniques, with the preparation of land use plans. The law reinforces that land use plans may include land that does not belong to the State or local authorities and is necessary for the planning of public spaces or the implementation of infrastructures of collective interest, and may be expropriated, with the purpose of declaring that it is for public use and that expropriation for public use gives rise to the payment of fair compensation under the terms of the law. The displacement actions caused by land use planning and urban planning have been the focus of attention in Angola in recent years.

There is no explicit provision under this legal provision that PAPs may appeal compensation levels or other resettlement measures granted to the courts. In rural areas, the Land Law recognises the role of community and traditional leaders in resolving conflicts.

xx) Executive Decree No. 6/96, of 2 February - General Regulation of Occupational Health and Safety Services in Companies

Establishes the rules governing Occupational Health and Safety Services in companies, in accordance with paragraph 2 of article 18 of Decree no. 31/94 of 5 August. This regulation applies to companies, commercial and industrial establishments, mixed, private, public and cooperatives.

xxi) Decree No. 53/05, of 15 August - Legal Framework for Work Accidents and Occupational Diseases

This decree guarantees the right to compensation for damages resulting from work accidents and occupational diseases to Angolan employees (workers bound by an employment contract or similar) and their families, protected by the mandatory social protection system. Foreign workers who carry out activities in the Republic of Angola are also entitled to compensation, without prejudice to special regimes provided for by law and applicable international conventions. The following are excluded from the scope of this statute:

- public administration employees and agents;
- non-resident foreign workers who, by virtue of this link, are entitled to compensation for damages resulting from work accidents and occupational diseases recognized by the country of origin, or organization for which they provide services.

xxii) Decree 31/94 of 5 November - on Safety, Hygiene and Health at Work

Furthermore, with regard to general labor law, the provisions on Health and Safety Conditions in the Work System are defined:

- Decree 31/94 of 5 November - which re-establishes workers' rights to a safe and hygienic working environment, ensuring that workers receive equipment and protective gear and that regular information is provided on matters relating to safety, hygiene and health in the workplace. The law also provides for the right of workers (including their families) to adequate housing to ensure a decent standard of living (i.e. in accordance with hygiene and sanitation standards).

xxiii) Law No. 7/15, of June 15 - General Labor Law

- Law No. 7/15 of June 15 - General Labor Law of Angola, highlighting: Chapter I
 - o Art. 3 – Definitions; Art. 5 – Prohibition of compulsory or obligatory work; Art. 6 – Obligations of the State towards the worker; Art. 7 – Workers' rights; Art. 8 – Fundamental duties towards work;

Chapter II

- o Art. 10 – Legal and employment constitution; Art. 14 – Purpose of the employment contract; Art. 15 – Types of employment contract; Art. 16 – Types of employment contract; Art. 17 – Duration of fixed-term contract; Art. 18 – Trial period; Art. 33 – Special rights and duties; Art. 36 – Employer's powers; Art. 40

– Duties of the employer; Art. 43 – Rights of the employee; Art. 44 –

Duties of the worker; Chapter V

- o Art. 81 – Employer's obligations in matters of hygiene, health and safety at work; Art. 82 – Collaboration between employers in matters of hygiene, health and safety at work; Art. 91 – Medical examinations of workers;

Chapter VI

- o Art. 92 – Working hours; Art. 100 – Remuneration; Chapter VIII
- o Art. 157 – Non-discrimination and worker guarantees; Art. 161 – National minimum wage; Art. 242 – Gender equality and non-discrimination;

Chapter XII

- o Art. 254 – Employment contract with minors, and minimum age; Art. 255
 - Work permitted for minors; Art. 261 – General principles applied to workers with reduced capacities;

Chapter XIII

- o Art. 266– Cultural and social promotion for workers;

2.2 International Conventions and Treaties

In addition to the legislation mentioned above, it is important to highlight some international conventions ratified by Angola that are relevant to the project, as shown in the table below.

Table 4: International Conventions ratified by the Republic of Angola

Convention	Year Of Ratification	Topics Related to Biodiversity
African Convention on Conservation of Nature and Natural Resources	1981 (Resolution 18/81)	It recognizes the vital importance of natural resources, for example, flora, fauna, water and soil, for the well-being of African people.
International Convention on the Conservation of Endangered Species (CITES)	1981 (Resolution 20/81)	Recognizes that various species of animals and plants represent an irreplaceable part of natural ecosystems.
Bamako Convention for the Protection of the Ozone Layer	1993 (Resolution 8/93)	Recognizes the effects of changes in the ozone layer on ecosystems and organisms.

Framework for a Convention on Climate Change (UNFCCC)	1994 (Resolution 1/94)	It recognises the high natural greenhouse effect caused by human activities and assesses the extent to which they negatively affect natural ecosystems and humanity; it also recognises the role of terrestrial and aquatic ecosystems as carbon sinks.
Convention on Biological Diversity (CBD)	1994 (resolution 2/94)	
Convention on Marine and Coastal Protection, Management and Development of the East African Region	1996 (Resolution 17/96)	It recognizes the special characteristics of marine ecosystems (hydrographic and ecological), and the threats they face from pollution and weak integration into the development process.
Bamako Convention on the Prohibition of Imports of Hazardous Wastes, and Controls the movements transboundary flows of such wastes in Africa	1996 (Resolution 19/96)	It recognizes the increasing complexity of toxic production and waste and the effects on human health and biodiversity.
Convention to Combat Drought and Desertification (UNCCD)	1996 (Resolution 20/96)	It recognizes that desertification is caused by complex interactions between physical, biological, political, socio-economic and cultural factors.
Cartagena Protocol on Biosafety	2001 (Resolution 11/2001)	Establishes mechanisms for protecting biodiversity and risks to human health from Genetically Modified Organisms (GMOs)
Convention on the Protection of Wetlands (RAMSAR)	2003 (Resolution 45/03)	It recognizes the ecological importance of wetlands as regulators of water regimes and habitats of specific flora and fauna (including migratory).
Stockholm Convention on Persistent Organic Pollutants	2004 (Resolution 56/04)	Recognizes the toxic effects of pollutants on biological tissues and transported across borders.
Bonn Convention on Migratory Species (CMS)	2009	Recognizes the importance of preserving the special habitats of migratory species.

Nagoya Protocol	2014	Supplementary agreement to the CBD to regulate access to genetic resources and the fair and equitable sharing of benefits arising from their utilization (ABS).

Table 5: International Conventions of social scope ratified by the Republic of Angola

Treated	Signature	Date Of Ratification Accession (A) Succession (D)	
		Publication official Gazette	Deposit At The United Nations
International Covenant on Civil and Political Rights (1976)		Resolution AN 26-B/91 12/27/1991	10/01/1992
Optional Protocol to the Convention on Civil and Political Rights (1976)			10/01/1992
Second Optional Protocol to the Convention on Civil and Political Rights and relating to the Abolition of the Death Penalty	09/24/2013	Resolution AN 37/19 09/07 2019	02/10/2019
International Covenant on Economic, Social and Cultural Rights (1976)		Resolution AN 26-B/91 12/27/1991	10/01/1992
Optional Protocol to the Convention on Economic, Social and Cultural Rights	09/24/2013		
Convention on the Elimination of All Forms of Racial Discrimination (1969)	09/24/2013	Resolution AN 35/19 09/Jul/2019	02 Oct 2019
Convention on the Elimination of All Forms of Discrimination against Women - CEDAW (1979)		Resolution AN 15/84 19 Sep 1984	17 Sep 1986
Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women		Resolution AN 23/7 23 Jun 2007	01 Nov 2007

Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (1987)	24 Sep 2013	Resolution AN 38/19 06 Jul 2019	Oct 2, 2019
Protocol to the Convention against Torture (2016)	24 Sep 2013		
Convention on the Rights of the Child	14 Feb 1990	Resolution AN 20/90 10 Nov 1990	05 Dec 1990
Optional Protocol to the Convention on the Rights of the Child involved in Armed Conflict		Resolution AN 21/02 13 Aug 2002	11 Oct 2007
Optional Protocol to the Convention on the Sale of Children, Child Prostitution and Pornography		Resolution AN 21/02 13 Aug 2002	24 Mar 2005
Optional Protocol on the Rights of the Child in Relation to Complaints			
Convention on the Rights of Persons with Disabilities (2008)		Resolution AN 1/13 11 Jan 2013	05 Mar 2013
Optional Protocol to the Convention on the Rights of Persons with Disabilities (2008)		Resolution AN 1/13 11 Jan 2013	05 Mar 2013
Convention for the Protection against Enforced and Involuntary Disappearance (2010)	24 Sep 2013		
International Convention for the Protection of the Rights of Migrant Workers and Members of Their Families (2003)			

Table 6: International Treaties of the African Union ratified by the Republic of Angola

LEGAL INSTRUMENT	RACTIFICATION		
	Official Gazette	Commission Date	Deposit Date

Constitutive Act of the African Union (2001)	Resolution AN 27/01 13 Jul 2001	19 Sep 2001	20 Dec 2001
African Charter on Human and Peoples' Rights on the Rights of Women in Africa (2005)	Resolution AN 25/07 16 Jul 2007	30 Aug 2007	09 Nov 2007
African Charter on the Rights and Welfare of the Child (1999)	Resolution AN 1-B/92 15 May 1992	11 Apr 1992	07 Oct 1999
African Union Convention regulating the Specific Aspects of Refugee Problems in Africa		Apr 30, 1981	03 Dec 1982
African Charter for Democracy Elections and Governance (2012)	Resolution AN 3/20 02 Jan 2020		
Protocol to the African Charter on Human and Peoples' Rights on the Rights of Older Persons	Resolution NA No. 15/22 of 7 April)		June 2022
Protocol to the African Charter on Human and Peoples' Rights on the Rights of Persons with Disabilities	Resolution NA No. 14/22 of 7 April)		June 2022

2.3 IFAD Safeguard Policies

PRODESA has been designed and informed by IFAD's Climate Change Strategy, Environment and Natural Resources Management Policy, Indigenous Peoples Policy, Gender and Targeting Policy and Land Policy. The Programme has also been designed in compliance with IFAD's guidelines on Social, Environmental and Climate Assessment Procedures (SECAP 21). The following is a summary of the relevant policies to PRODESA.

a) IFAD Environment and Natural Resources Management Policy

Accelerating environmental degradation is eroding the natural asset base of poor rural people. Environmentally damaging agricultural and other economic activities are the drivers of these challenges. The goal of the ENRM policy is: "To enable poor rural people to escape from and remain out of poverty through more productive and resilient livelihoods and ecosystems". Its purpose is: "To integrate the sustainable management of natural assets across the activities of IFAD and its partners".

The policy sets out 10 core principles to guide IFAD's support for clients in environment and natural resources management. The principles include both the core issues to be addressed and suggested approaches (section II.a). In summary, IFAD will promote:

- (1) Scaled-up investment in multiple-benefit approaches for sustainable agricultural intensification,
- (2) Recognition and greater awareness of the economic, social, and cultural value of natural assets,
- (3) 'Climate-smart' approaches to rural development,
- (4) Greater attention to risk and resilience to manage environment and natural-resource-related shocks,
- (5) Engagement in value chains to drive green growth,
- (6) Improved governance of natural assets for poor rural people by strengthening land tenure and community-led empowerment,
- (7) Livelihood diversification to reduce vulnerability and build resilience for sustainable natural resource management.
- (8) Equality and empowerment for women and indigenous peoples in managing natural resources.
- (9) Increased access by poor rural communities to environment and climate finance; and
- (10) Environmental commitment through changing its own behaviour.

b) IFAD's Strategy and Action Plan on Environment and Climate Change (2019-2025)

The speed and intensity of climate change are outpacing the ability of poor rural people and societies to cope. The natural environment and climate change influence the lives of poor rural people in critical ways. Sustained agricultural productivity and economic success depend on reliable access to environmental goods and services, as well as the assets and capacities to withstand environmental and climate hazards and shocks.

IFAD has formulated this strategy to address environment and climate change issues across all its policies, strategies and operations. The main objective of the strategy is to enhance the resilience of smallholder farmers and rural communities to environmental degradation and climate change impacts.

Thus, IFAD is enhancing its approach to rural development in the context of increasing environmental threats, including climate change. As IFAD will continue to target its investments at the poorer and often most climate-change affected people – whose livelihoods depend largely on agriculture and natural resources – particularly at women as producers and indigenous people as stewards of natural resources, it has put in place measures to address the adversarial climate changes. The Strategy recognises that climate-related risks, and potential opportunities, can be addressed more systematically within the different projects and policy advice. This will be done by being alert to new sources of risk and exploring more opportunities like rewarding emissions reductions.

c) IFAD Indigenous Peoples' Policy

This Policy on Engagement with Indigenous Peoples aims to enhance IFAD's

development effectiveness in its engagement with indigenous peoples' communities in rural areas. It sets out the principles of engagement IFAD will adhere to in its work with indigenous peoples, and the instruments, procedures and resources IFAD will deploy to implement them.

Indigenous people account for an estimated 0,1 percent of Angola's population, and most of them people live in poverty. In many countries, rural poverty is increasingly concentrated in indigenous and tribal communities.

IFAD's Strategic Framework identifies indigenous peoples as an important target group because they face economic, social, political, and cultural marginalization in the societies in which they live, resulting in extreme poverty and vulnerability for a disproportionate number of them. To reach them requires tailored approaches that respect their values and build upon their strengths. In its engagement with indigenous peoples, IFAD will be guided by nine fundamental principles: (a) cultural heritage and identity as assets; (b) free, prior and informed consent; (c) community-driven development; (d) land, territories and resources; (e) indigenous peoples' knowledge; (f) environmental issues and climate change; (g) access to markets; (h) empowerment; and (i) gender equality. The formulation of the ESCMF document recognises these principles so that they can be implemented throughout the project cycle.

Free, Prior and Informed Consent in IFAD Investment Projects (FPIC)

Free, prior and informed consent (FPIC) is an operational instrument that empowers local and indigenous peoples' communities, ensuring mutual respect and full and effective participation in decision-making on proposed investment and development programmes that may affect their rights, their access to lands, territories and resources, and their livelihoods (IFAD, 2021). FPIC is solicited through consultations in good faith with the representative institutions endorsed by communities. It ensures that they participate in decision-making processes concerning a given development project. The Consent should be sought in a way that is "free, prior and informed".

- Free implies no coercion, intimidation, or manipulation.
- Prior implies that consent has been sought sufficiently in advance of any decision point or commencement of activities.
- Informed implies that information provided covers all relevant issues to make the decision maker fully enlightened.
- Consent is the expected outcome of the consultation, participation, and collective decision-making process by the local communities.

IFAD requires the application of FPIC in two scenarios:

1. When IFAD-funded projects are likely to have an impact on the land access and use rights of rural communities. In this case the FPIC is applied to the local communities in a broad sense. Hence, during project design and in application of the Social, Environmental and Climate Assessment Procedures (SECAP), design teams need to identify the local communities that would potentially be affected.
2. When IFAD-funded projects are targeting rural areas that are home to indigenous peoples. In areas that are home to indigenous and tribal peoples and ethnic minorities, there is a general requirement for FPIC.

PRODESA falls into the second scenario hence a full FPIC procedure has been prepared and included as Annex 5.

d) IFAD Gender and Targeting Policy

Poverty targeting, gender equality and empowerment are cornerstones of IFAD's work to reduce rural poverty and food and nutrition insecurity. This puts people – rural women, men, youth, and indigenous peoples – at the centre of IFAD's development projects and policy engagement. This unique approach aims to support the development of inclusive, equitable, sustainable and resilient rural societies and agriculture sectors that are food secure and able to take advantage of the opportunities provided by growing markets, thus providing a springboard to rural transformation. Thus, IFAD has developed a deliberate Policy to address this issue.

e) IFAD Land Policy

Secure access to productive land is critical to the millions of poor people living in rural areas and depending on agriculture, or forests for their livelihood. It reduces their vulnerability to hunger and poverty; influences their capacity to invest in their productive activities and in the sustainable management of their resources; enhances their prospects for better livelihoods; and helps them develop more equitable relations with the rest of their society, thus contributing to justice, peace and sustainable development (IFAD, 2008)

The Fund's first strategic objective is to help "ensure that, at the national level, poor rural men and women have better and sustainable access to natural resources (land and water), which they are then able to manage efficiently and sustainably." Land access and tenure security issues are linked, directly or indirectly, to all the strategic areas of IFAD's interventions.

The IFAD Policy on Improving Access to Land and Tenure Security has been formulated to: (a) provide a conceptual framework for the relationship between land issues and rural poverty, acknowledging the complexity and dynamics of evolving rural realities; (b) identify the major implications of that relationship for IFAD's strategy and programme development and implementation; (c) articulate guiding principles for mainstreaming land issues in the Fund's main operational instruments and processes; and (d) provide the framework for the subsequent development of operational guidelines and decision tools.

In the policy, land refers to farmland, wetlands, pastures, and forests. Land tenure refers to rules and norms and institutions that govern how, when and where people access land or are excluded from such access. Land tenure security refers to enforceable claims on land, with the level of enforcement ranging from national laws to local village rules, which again are supported by national regulatory frameworks. It refers to people's recognized ability to control and manage land – using it and disposing of its products as well as engaging in such transactions as the transferring or leasing of land.

f) IFAD SECAP, 2021

Social, environmental and climate (ESC) sustainability is critical for achieving IFAD's global rural mandate. Projects and Programs that foster social, environmental and climate sustainability rank among the Fund's highest operational priorities. The Social, Environmental and Climate Assessment Procedures (SECAP) lays out a framework and process for managing risks and impacts and integrating mainstreaming priorities into new IFAD-supported investments.

Specifically, SECAP:

- (i) Assists IFAD to identify social, environmental and climate risks and impacts, and their significance, and determine the level of risk management required to address the risks and impacts associated with IFAD-supported investments and global and regional grant-funded Programs.
- (ii) Enables identification of opportunities to mainstream climate resilience, environmental sustainability, nutrition, gender equality and the empowerment of women, youth and other vulnerable groups into IFAD strategies and programming.
- (iii) Support borrowers/recipients/partners and IFAD in improving decision-making and promoting the sustainability of project and Program outcomes through ongoing stakeholder engagement.
- (iv) Assist borrowers/recipients/partners in fulfilling their own international and national social, environmental and climate commitments and to achieve international good ESC sustainability.
- (v) Ensure that IFAD's practices are aligned with its own policies and the procedures of other multilateral financial institutions and
- (vi) Enable IFAD to continue accessing environmental and climate financing.

2.4 SECAP Standards

The IFAD SECAP includes nine Environmental, Social and Climate (ESC) Standards that establish the requirements to be met by the Government of Angola with regard to the identification, assessment and management of environmental, social and climate risks and impacts associated with PRODESA. Table 7 below outlines the ESC standards and their applicability to the project. Detailed description of the standards is provided for as Annex 3 of this ESCMP.

Table 7: Applicability of IFAD ESC Standards

SECAP STANDARD	APPLICABILITY IN PRODESA
Standard 1: Biodiversity conservation	The project is located in areas providing ecosystem services that local communities depend on for survival, food, livelihoods, or primary income, or that are used to support the project. Mitigation measures will be taken to minimize the impact of the project on biodiversity. The ESCMF assessment demonstrated that project activities will not affect natural habitats. The environmental assessments carried out for the selected areas and irrigated perimeters, the field visits and the public consultations during the preparation of the ESCMF did not indicate any negative impacts on the natural habitats due to their location out of sensitive areas.

	The project will adopt a preventive approach regarding indiscriminate burning of forests.
Standard 2: Resource efficiency and pollution prevention	Natural resource harvesting (land, water and energy) activities are planned as part of the project. Construction activities can pollute the air, water and soil. Waste during construction activities may be generated. The use of pest control and fertilisers is anticipated. The project will promote sustainable use of forests, land and water, and will identify opportunities for improving resource efficiency including the use of renewable energy. Mitigation measures will be taken to avoid, minimize, and manage the risks and impacts associated with hazardous substances and materials, including chemical pesticides and fertilisers.
Standard 3: Cultural heritage	Construction work on new infrastructure will not affect recognized cultural heritage sites nor utilize tangible or intangible forms of cultural heritage for commercial or other purposes. These may include archaeological resources (e.g., ancient ruins, monuments, prehistoric caves), historical (e.g., original structures, architectural works, historic sites), religious (e.g., churches, mosques, temples, sacred grounds) or cultural (e.g., cemeteries, traditional meeting places). The project will identify and protect all cultural heritage resources during excavations, demolitions and movement of earth. The Project will also locate and adequately protect the areas inhabited by the Saan people. In the event of accidental encounters reference should be made to the relevant provisions mentioned in this ESCMF relating to the safeguarding, protection and conservation of national heritage. In addition, public consultations must inform the Project beforehand about the existence of physical cultural resources (case of sacred objects if there are any).
Standard 4: Indigenous people	The Project activities will not intentionally be carried out in areas where indigenous peoples reside. The majority of the Saan people within the project areas reside in forests and rely on various forest products including fruits and honey. They are not engaged in agriculture in any way, but they camp near water sources. The project will ensure full, effective and meaningful consultation, leading to FPIC. This will ensure that indigenous peoples obtain fair and equitable benefits and opportunities from project supported activities in a culturally appropriate and inclusive manner.
Standard 5: Labor	The project will involve project workers directly engaged

and working conditions		to work on the project or perform work essential to the project, and some who will be employed or engaged through third parties (contractors and subcontractors) to perform various civil and other works essential to the project. The health risks (including STD / AIDS) and the safety of workers and residents are significant. The standard also applies to primary supplier workers. Government civil servants working in connection with IFAD-supported projects remain subject to the terms and conditions of their existing public sector employment arrangements. The project will comply with national employment and labor laws, and international commitments protecting and supporting workers in disadvantaged and vulnerable situations, including women and children.
Standard 6: Community Health and Safety		The standard is triggered as there are associated risks with construction and rehabilitation of infrastructure such as pollution, water-related diseases, communicable and noncommunicable diseases, injuries, nutritional disorders, failure or malfunction of infrastructure put in place could threaten the safety of communities, accidents that may occur during construction, violence against women, including sexual exploitation and abuse, the influx of workers could have potential impacts on community health and safety The applicability of this Standard 6 will be determined during the environmental, social and climate risk screening and assessment phase, as outlined in section 2.6. Measures to ensure occupational health and safety are covered in Standard 5: Labor and working conditions. Further requirements to avoid or minimize impacts on human health and the environment from pollution are included in Standard 2: Resource efficiency and pollution prevention.
Standard 7: Physical economic Resettlement	and	Although, no physical displacement of the community will be made, the standard is triggered as there may be temporary loss of livelihood sources during road rehabilitation and construction of project infrastructure. In a few rare cases, especially for irrigated perimeters, some people could lose their land through the regularisation process, efforts will be made at local level to compensate them adequately and this should be dealt with on a case-by-case basis. Thus, these affected people will be compensated for their losses and the project shall pay particular attention to the needs of vulnerable groups within the populations.
Standard 8: Financial		This standard is not triggered under PRODESA.

intermediaries and direct investments	
Standard 9: Climate change	The standard is triggered as most of the proposed project areas are affected by climatic hazards mainly high temperatures, dry periods, drought, floods and strong winds. The project has development outcomes that may be threatened by climate change or related disaster risks. The project design has ensured alignment of the project with the Nationally Determined Contributions and the goals of the Paris Agreement and other international frameworks. The project will ensure that proposed activities are continuously screened and assessed for climate change and disaster risks and impacts, including both impacts of sub-projects and on them and apply the mitigation hierarchy accordingly. The project activities will aim to strengthen the resilience of communities to address the risk of climate change impacts and climate-related disasters and increase the ability of communities to adapt to the adverse impacts of climate change, and foster climate resilience and low GHG-emitting projects that do not threaten food production.

the national legislative and regulatory framework of the Republic of Angola, consists of a relatively complete normative framework that supports the activities planned under the project. These are support activities for water management (dam rehabilitation) and the development of irrigated areas, reforestation and reforestation activities.

2.5 Institutional Framework for ESC Safeguards

For the efficient ESC safeguards implementation, it is recommended that an Environmental, Climate and Social Safeguards Specialist be placed in the PMU head office and be supported by four provincial Environmental, Climate and Social Safeguards Assistants who will oversee environmental, climate and social issues of the project. Each provincial Safeguards Assistant will be based at one of the target municipalities (or provincial headquarters) and will work with the existing Government structures down to community level. It is of key importance that MINAMB officers at all levels be involved in the various project implementation technical teams. Figure 1 below depicts the proposed organisational chart indicating the responsibilities at different levels.

At the PMU Head office, the Environmental, Climate and Social Specialist will concentrate on the planning, supervision, reporting and support to provincial offices.

At national level, the Environmental, Climate and Social Safeguards specialist will

support provincial project implementation activities and facilitate the communication with the rest of the project teams. He/she will coordinate all environmental, climate and social safeguards issues, oversee the implementation of the ESCMF (including accompanying studies) and will lead capacity building activities including training of provincial and municipal technical teams and sub-project selection, Screening and ESCMP development as required.

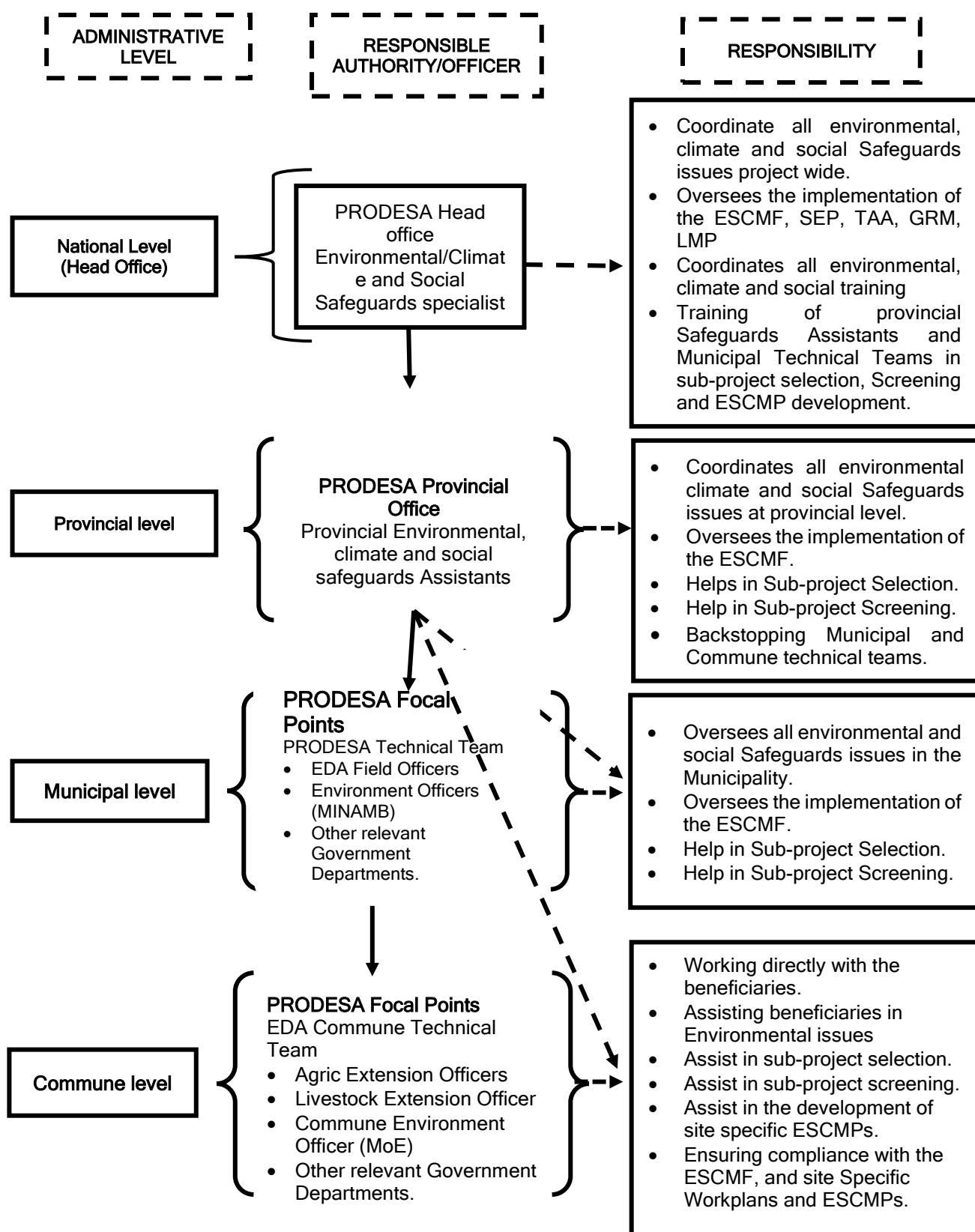


Figure 1: Organisational Chart for Safeguards Roles and Responsibilities

At Municipality level, PRODESA will have an EDA Focal point who will be working with a Municipality Technical Team. With help and guidance from the provincial Environmental, Climate and Social Assistant, the Focal Point will:

- Oversee all environmental and social Safeguards issues in the Municipality.
- Oversee the implementation of the ESCMF.
- Help in Sub-project Selection.
- Help in Sub-project Screening

At Commune level, the project will also have a Focal point who will be working with the commune Technical Team. With help and guidance from the municipality and provincial Environmental, Climate and Social Assistant, the Focal Point will:

- Working directly with the beneficiaries
- Assisting Beneficiaries in Environmental issues
- Assist in sub-project selection
- Assist in sub-project screening
- Assist in the development of site specific ESCMPs
- Ensuring compliance with the ESCMF, and site Specific Workplans and ESCMPs

Thus, the Municipality and Commune levels will help the farmers in preparing their sub-projects applications to avoid or minimize adverse environmental and social impacts. They will use the Environmental and social screening form (see Annex 1) together with information on typical sub-project impacts and mitigation measures in the environmental and social management plan (ESCMP).

The Environmental, Climate and Social Safeguards Specialist must train and work with the following staff for the reasons tabulated below:

Table 8: Participating Personnel

No.	STAFF	REASONS FOR PARTICIPATION
1.0	Field Officers	The IA Field Officers will overall be in charge of all the field work and have to be involved in the environmental, social and climate issues so that they can internalise them into the day-to-day implementation of the sub-projects.
2.0	M&E Officers	The M&E Officers will be responsible for the main monitoring programmes and must include environmental, social and climate issues in some of their indicators.
3.0	Provincial and Municipality project Officers	These are the custodians of the project during its lifecycle. They therefore must be well versed with the Safeguards requirements so that they can assist the beneficiaries to comply. Safeguards implementation should part of their routine work.
4.0	Ministerial and	The Agricultural Officers at Commune and lower

	departmental project Focal Point (Agric personnel, or any other relevant Government Departments)	levels are the ultimate custodians of the project at local level, especially after the project is complete. They therefore must be involved from inception as a buy in process and then they will continue with these programmes as part of their routine work.
5.0	Environmental Officers at municipal (EDA) and/or (Ministry of Environment	The Municipality Environmental Officers are the custodians of the environment at that level and must be involved so that they can enforce the sub-projects to comply, mainly with the national legislation and with their site specific workplans and ESCMPs.

2.6 Sub-Project Screening Approval and Implementation

2.6.1 Risk Assessment Process

This chapter documents the approach to conducting Environmental, Social and Climate (ESC) assessments for potential subprojects under the PRODESA. The PMU will carry out the required ESC assessments of the programme sub-activities to assess the environmental, social and climate risks and impacts consistent with the GoA and IFAD SECAP requirements. The assessment should be proportionate to the potential risks and impacts of the subproject, and will assess, in an integrated way, all relevant direct, indirect, cumulative, and residual ESC risks and impacts throughout the programme lifecycle, including those specifically identified in applicable SECAP standards (Annex 3). In summary, the specific steps will include:

- **Screening:** Collecting Sufficient ESC information to screen against excluded activities (see exclusion list below), to categorise the risk level of subprojects and assess the potential ESC risks of a sub-project against international ESC standards using the screening form presented in Annex 1. Key issues to be assessed include biodiversity conservation and sustainable natural resource management; community Health, safety and working conditions; social, gender and human rights and opportunities; resettlement and land acquisition; cultural heritage; resource efficiency; climate risk and impact; pollution and indigenous peoples.
- **Sub-project Approval:** Includes conditions to ensure ESC risk management practices by implementing agency and beneficiaries, which may include the development of additional ESC Assessment instruments like site specific ESCMPs.
- **Implementation and Capacity Building:** Measures to ensure implementation of the ESCMP including capacity building, training as required and ESC monitoring and reporting requirements.



Figure 1: PRODESA Risk Assessment Process

2.6.2 IFAD Exclusion List

PRODESA will not support any activity that falls within its exclusion list³ and thus, the following related aspects will not be funded under PRODESA and proposed sub-projects. If any sub-project is found to have any of the elements contained in the exclusion list, it will not be processed any further.

- i. All High-Risk sub-projects (see 2.64 (c) below)
- ii. Production or activities involving harmful or exploitative forms of forced labour, or practices which prevent employees from lawfully exercising their rights of association and collective bargaining
- iii. Production or activities involving harmful or exploitative forms of child labour
- iv. Production or activities that impinge on the lands owned, or claimed under adjudication, by indigenous peoples, without full documented consent of such peoples
- v. Activities prohibited by GoA legislation or international conventions relating to the protection of biodiversity resources, cultural heritage or other legally protected areas
- vi. The production, trade in or use of any product or activity deemed illegal in Angola (i.e., national) laws or regulations, international conventions and agreements, or subject to international phase-out or bans, such as:
 - a. Products containing polychlorinated biphenyls (PCBs)
 - b. Pharmaceuticals, pesticides, herbicides and other hazardous substances subject to international phase-outs or bans
 - c. Ozone-depleting substances subject to international phase-outs regulated by the Montreal Protocol
- vii. Commercial logging operations or the purchase of logging equipment for use in primary tropical moist forests or old-growth forests;
- viii. Production or trade in wood or other forestry products other than from sustainably managed forests;
- ix. Marine and coastal fishing practices such as blast fishing, large-scale pelagic drift net fishing using nets in excess of 2.5 km in length or fine mesh net fishing harmful to vulnerable and protected species in large numbers and damaging to marine biodiversity and habitats;
- x. Trade in goods without required export or import licenses or other evidence of authorization
- xi. Activities prohibited by GoA legislation or other legally binding agreements regarding genetically modified organisms (GMOs)

2.6.3 STEP I: Screening of Sub-Projects

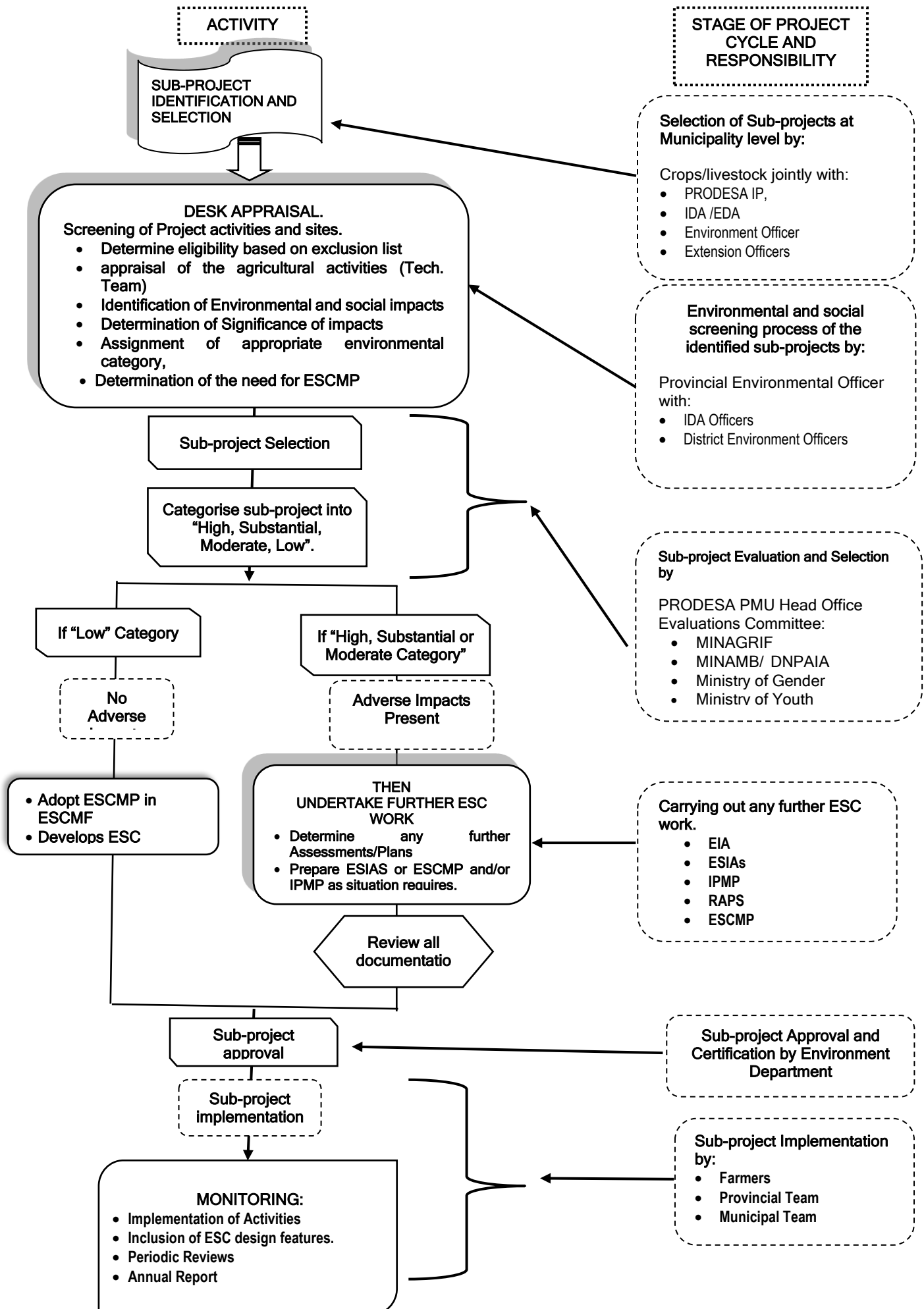
All subproject to be funded under PRODESA will require ESC risk screening. The screening of sub-projects will be done using the ESC Screening Checklist (Annex

³ Full exclusion list: SECAP, 2021 Volume I [International Fund for Agricultural Development \(ifad.org\)](https://www.ifad.org/)

1), SECAP nine safeguard standards and information on typical sub-project impacts and mitigation measures in the environmental, social and management plan (ESCMP).

In some cases depending with the identified risk, special planning reports may have to be developed and implemented. These will require extra resources to prepare, and this may require amendments to the sub-project design.

The sections below detail the stages of the ESC screening process (the screening process) leading towards the review and ESC approval of any sub-project that will be undertaken under PRODESA. Each sub-project that will be funded through PRODESA will have to undergo the ESC Screening Process, as outlined below.



a) SECAP Screening Requirements

SECAP 2021 requires that each project that is funded by IFAD be screened first, to determine its significant environmental, social and climate consequences. The screening results are used to determine environmental and social category, and climate risk classification for the sub-project, together with the necessary actions to address the associated environmental, social and climate risks, and their expected impacts. The screening tool and checklist (Annex 1) should be used.

The screening is aimed at identifying the major social, environmental and climate impacts and risks associated with the sub-projects, defining the necessary steps for further analysis and identifying measures to enhance development opportunities and minimize risks and negative impacts. Specifically, the screening would identify ESC risks related to the proposed sub-project and determine the type of impact assessment documentation needed for the sub-project implementation.

b) Stages of Environmental, Social and Climate Screening.

i) Desk Appraisal of the planned activities

Each selected sub-project site will be subjected to a rigorous ESC screening process. The initial stage is a desk appraisal of the activities planned, including designs. The screening process will be carried out by the Municipality PRODESA IP Environmental, Climate and Social Safeguards Assistants in conjunction with the Municipal Environmental office.

ii) Field Investigation

The ESC focal person in the PMU initiates the process by completing the form contained in the Scoping/Screening Form. The aim of the scoping/screening form is to assist in identifying potential impacts based on field investigations of the site where the project is proposed to be implemented. The ESC focal person can seek assistance from other members of the Municipal and Commune (Extension staff) Office including Environmental committees while carrying the environmental screening.

This Scoping/Screening Report will describe the following items:

- The proposed project activities and potential impacts.
- Characteristics of the location (environmental, social and climate sensitivity of the area(s)),
- Size (small, medium, and large scale),
- Degree of public interest,
- Institutional requirements, environmental enhancement, and monitoring considerations,
- Categorization of the project activities (High, Substantial, Moderate, Low risk)

2.6.4 STEP II Assigning the Environmental and Social Categories

Completion of the screening form will facilitate the identification of potential environmental and social impacts, determination of their significance, assignment of the appropriate environmental and social category, proposal of appropriate environmental and social mitigation measures, and conducting of any further environmental and social work, if necessary.

The assignment of the appropriate environmental and social category to a particular sub-project will be based on the information provided in the Environmental and Social Screening form/checklist. The Environmental and Social Safeguard Specialist will be responsible for categorizing the sub-project activity either as High, Substantial, Moderate or Low.

Most of the sub-projects and activities of the PRODESA Programme are likely to be categorized as Moderate risk, meaning that their potential adverse environmental and social impacts are mostly temporary, predictable or reversible, and the nature of the project makes it possible to entirely avoid or reverse them.

c) IFAD's Environmental and Social Categorization

IFAD's environmental and social categorization of projects/programmes comprises the following categories: (See SECAP 2021 version for Details⁴)

- **High Risk:**

The programme/project may have most or all of the following significant adverse environmental and/or social characteristics:

- i. Result in sensitive, irreversible, or unprecedented significant risks and impacts (for example, resulting in loss of major natural habitat or conversion of wetlands),
- ii. Result in risks and impacts that are significant in magnitude and/or spatial extent (large geographical area or size of the population likely to be affected),
- iii. Have significant risks and impacts that affect an area much broader than the sites or facilities subject to physical interventions,
- iv. Result in significant adverse cumulative or transboundary impacts,
- v. High probability of serious adverse effects to human health and/or the environment (e.g., due to accidents, toxic waste disposal),
- vi. Risks and potential impacts are not readily remedied by preventive actions or mitigation measures.

PRODESA will not fund any *high-risk subproject*.

- **Substantial Risk:**

A project should be classified as Substantial Risk when it is not as complex as a High-Risk project and its environmental and social scale is not in such a sensitive area but may pose significant risks and impacts if not adequately managed. These potential risks and impacts have most or all of the following characteristics:

- i. They are mostly temporary, predictable, or reversible, and the nature of the project makes it possible to entirely avoid or reverse them,
- ii. There are concerns that the project's adverse social impacts and associated mitigation measures may give rise to a limited degree of social conflict, harm or impacts on human security,
- iii. The geographical area and size of the population likely to be affected are medium to large,

⁴ IFAD Website

- iv. There is some potential for cumulative or transboundary impacts, but they would be less severe and more readily avoided or mitigated than in a High-Risk project,
- v. There is medium to low probability of serious adverse effects to human health or the environment (e.g., due to accidents, toxic waste disposal), and there are known and reliable mechanisms to prevent or minimize such incidents,
- vi. The project's effects on areas of high value or sensitivity are expected to be lower than for High-Risk projects,
- vii. Mitigation or compensation measures may be designed more easily and be more reliable than those of High-Risk projects.

While no formal ESIA is required for Substantial Risk programmes/projects, in many cases further environmental analysis could be undertaken during project preparation or implementation. Abbreviated Environmental, Social and Climate Management Framework/Plan or Abbreviated Environmental and Social Impact Assessment will be carried out.

- **Moderate Risk:**

A project should be classified as Moderate Risk when potential adverse risks and impacts on human populations or the environment are not likely to be significant. This may be because the project is not complex or large, does not involve activities with high potential for harming people or the environment, and is located away from environmentally or socially sensitive areas. The potential risks and impacts are:

- i. Predictable and expected to be temporary or reversible,
- ii. Low in magnitude,
- iii. Site-specific, without the likelihood of impacts beyond the project life cycle,
- iv. Low probability of serious adverse effects to human health or the environment (e.g., they do not involve the use or disposal of toxic materials, or routine safety precautions are expected to be sufficient to prevent accidents),
- v. The project's risks and impacts can be easily mitigated in a predictable manner.

Environmental, Social and Climate Management Plan should be undertaken for moderate risk projects.

- **Low Risk:**

A project should be classified as Low Risk if it will have negligible or no environmental or social implications. Examples include:

- i. Technical assistance grants for agricultural research and training,
- ii. Research,
- iii. Extensions,
- iv. Health,
- v. Nutrition,
- vi. Education and
- vii. Capacity- and institution building.

No social and environmental assessment required.

2.6.5 STEP III Review and Approval

The proposed PRODESA sub-project activities plan, screening reports, and recommendations will be compiled and send with an official application for review and approval to the Provincial EDA and PMU office for the attention of the Environmental, Climate and Social Safeguards officer and Environmental office who will;

- Accept the document - with conditions relating to implementation or
- Accept the documents with recommended amendments or
- Reject the document with comments as to what is required to submit an acceptable Screening Report.

Sub-projects which do not require the preparation of additional management plans will automatically be approved based on the screening form and will be required to go ahead and use the screening form together with the requirements of the ESCMF as its Safeguards instruments.

If the desk appraisal indicates that the proposed subproject may have environmental or social concerns that are not adequately addressed in the current documentation, the PMU may require the preparation of additional mitigation plans as the situation may require. The additional management plans may include site specific ESCMPs, site specific ESIAS and/or IPMP, Labour Management Plan, Traffic Management Plan, Safety and Health Management Plan etc. Once all documentation is in place these will then be synchronized with the main ESCMF for approval. In this case, however, most of the sub-projects that will be financed by PRODESA will not need any further EA work beyond just the site specific ESCMPs to guide the implementation of the ESCMF.

The next step in the ESCMF process is to proceed to the next actions to fulfill the requirements based on the screening categorization, which is outlined in Step 3 below.

2.6.6 Step IV: ESC Instruments Preparation, Review, and Approval

The triggered Safeguards instruments (ESIA, ESCMP, LMP etc) can be prepared with the help of an independent consultant. An ESIA will examines in detail the project activities' potential negative and positive environmental impacts and recommends any measures needed to prevent, minimize, mitigate, or compensate for adverse impacts and improve environmental performance. It includes an ESCMP and monitoring plan.

The completed screening form along with any additional planning reports (e.g. site-specific E&S workplan, ESCMP,) will be forwarded to the National Level, where MINAGRIF, and the PRODESA head office PMU will constitute an "Evaluations Committee". The Evaluations Committee will be led by the PMU Environment, Climate and Social Safeguards Specialist and assisted by environmentalists from National Directorate for Prevention and Assessment of Environmental Impacts (DNPAIA) to make sure that all the requirements are in place to avoid delays. The Evaluations Committee will:

- 1 determine if all the relevant information has been provided, and that it is adequate.
- 2 check if the technical team has thoroughly considered all environmental and social issues with regards to the identification of potential adverse effects arising from the sub-project as well as mitigating measures to adequately address negative impacts.

If the Evaluations Committee is satisfied, it will approve the sub-project(s) and submit any further EA work to Directorate for Environment in the MINAMB (the approval authority for EIAs). (**NOTE** that at this stage the site specific ESCMPs will not require another licence since the main ESCMF would have been approved. The submission is for MINAMB/DNPAIA to synchronise the ESCMPs with their parent ESCMF in their system.)

2.7.7 Step V: Program activities Implementation and Supervision

When approval has been given to the ESIA/ESCMP implementation of mitigation measures, systemic follow-up is needed for the project activities. Monitoring the compliance of project activities implementation with the mitigation measures set out in its ESCMP will be carried out by the ESC Safeguards focal person at Municipal level. EDA and the ESC focal person will have the primary responsibility for carrying out this monitoring by regularly visiting the project areas and advise on corrective measures to the contractors and farmers as required. The implementation of the recommended mitigating measures will also be monitored by the Provincial ESC Safeguards Assistant and the National PMU ESC Specialist from time to time. Compliance monitoring and supervision of the ESCMP covers:

- Determining whether the project activities are being carried out in conformity with environmental safeguards and legal agreements.
- Ensuring that the anticipated impacts are maintained within the levels predicted.
- Identifying problems as they arise during implementation and recommend means to resolve them.
- Seeing that the un-anticipated impacts are managed and or mitigated before they become irreversible problems.
- Recommending changes in activities concept/design, as appropriate, as the project activities evolve or circumstances change and
- Providing information for a periodic review and alteration of the ESCMP and enhance environmental protection through good practice at all stages of the project.

See chapter 5 for more details on Supervision and Monitoring Compliance.

2.6.8 Step VI: Compliance Evaluation, Annual Review and Audit

Once implementation of the project activities has started, regular supervision missions should be carried out by the PMU and the Provincial ESC Focal person on a quarterly, biannual and annual basis and ESC safeguards compliance reports must be prepared and submitted to the Provincial offices, GoA and to IFAD for review and guidance.

ESCMF implementation will also be supported by conducting annual environmental, social and climate performance audit that will be carried out by a

third party. The third-party annual environmental and social performance audits will be conducted on the project activities to evaluate the overall implementation of the ESCMF. See Chapter 5 for more details on Reviewing and Auditing.

2.6.9 Information Disclosure

In compliance with the IFAD SECAP guidelines and the GoA EIA Proclamation No. 299/2002, public consultation on and disclosure of safeguards instruments are mandatory. Before PACT subprojects are approved and before the initiation of physical works, the relevant safeguard documents (ESCMP, SEP, GRM, LMP, IPMP, ESIA, TAA, RAP) need to be finalized as required. The documents must then be made available for public review at a place accessible to local people and in a form, manner, and language the communities can understand. The public should participate and be consulted at all levels of environmental, social and climate assessments including eligibility checks, screening, scoping, impact identification and rating. The environmental and social safeguard instruments will be printed and made available at grassroots government offices (Commune Information Centers, and other relevant institutional offices). Hard and soft copies will be distributed and be publicly disclosed in the MoA websites and at the IFAD website.

MINAGRIF/IDA which is the implementing agency will make copies of the ESCMF available in selected public places (possibly at National and Regional relevant government offices) for information and comments. The Proposed project activities will be announced through different forms of media. The announcement will include a brief description of the project references as to where and when the ESCMF can be viewed, duration of the display period, and contact information for comments. For meaningful consultations between the GoA and local NGOs on all Substantial risk sub-projects, MINAGRIF/IDA shall provide relevant material in a timely manner prior to consultation and in a form and language that is understandable and accessible to the groups being consulted.

2.7 Climate Risk Screening

According to IFAD SECAP, in the context of the climate assessment, the term “risk” often refers to the potential for adverse consequences of a climate-related hazard (or adaptation or mitigation responses) on lives, livelihoods, health and well-being, ecosystems and species, economic, social and cultural assets, services (including ecosystem services) and infrastructure. Risk results from the interaction of vulnerability (of the affected system), its exposure over time (to the hazard), as well as the (climate-related) hazard and the likelihood of its occurrence. The climate risk assessment comprises four main elements:

- (i) Hazard identification: Identify the historical (in the last 30 years or more), current observed and projected future (2050-2100) weather-related hazards that are likely to affect agricultural systems (including crops, livestock, fisheries, livestock forests, value chains and agricultural livelihoods) in the project’s location.
- (ii) Exposure assessment: Identify the project area’s exposure to these hazards based on information related to presence of: people; agricultural livelihoods, species or ecosystems; environmental functions, services, and resources; infrastructure; or economic, social, or cultural assets in settings that could be adversely affected.

- (iii) Sensitivity assessment: Identify the degree to which a system is susceptible to – and unable to cope with – adverse effects of climate change, including climate variability and extremes. Individuals and communities are differentially vulnerable to climate change depending on factors such as wealth, education, gender, age, nutrition, disability and health.
- (iv) Adaptive capacity and climate resilience: Assess the degree to which an ecosystem or community is able to adapt to the adverse effects of climate change, including climate variability and extremes.

The outcomes of the four elements are used to calculate the climate risk classification according to the following formula: Climate Risk = Hazards + Exposure + Sensitivity – Adaptive Capacity

- **High Risk**

The outcome of the project will be jeopardized by climate change, with the potential for severe impacts of significant irreversibility. Climate-related risks and impacts are likely to result in financial, environmental or social underperformance or failure. Adaptation measures are likely to be ineffective, extremely costly, socially unacceptable or may increase risk and reduce resilience. Adaptation limits may be reached or loss and damage may occur.

For all climate high risk subprojects, a Vulnerability Impact and Adaptation Assessment.

- **Substantial Risk**

There is the potential for widespread impacts from climate change. Outcomes may be undermined by climate change and adaptation measures may not be readily available. Financial, environmental and social underperformance or failure cannot be excluded. However, risk-management activities are likely to increase the resilience and adaptive capacity of households, infrastructure, communities and ecosystems.

A Targeted Adaptation Assessment (TAA) should be conducted for all substantial climate risk subprojects. See volume II for a detailed TAA. All Sub-projects under PRODESA are required to customize it based on the specific locations and nature of enterprise.

- **Moderate Risk**

Impact from climate change may occur, but will be limited, transient or manageable. Financial, environmental and social underperformance or failure is unlikely. The system has the capacity to manage volatility, shocks, stressors or changing climate trends.

Only Literature review of climate assessments will be required for moderate climate risk projects to have an appreciation of the past, current and future climate change context.

- **Low Risk**

No negative impact from climate change is expected based on the best available data. Financial, environmental and social underperformance or failure appear very unlikely

No climate assessment is required for low climate risk projects.

PRODESA Climate Classification is Substantial. A targeted Adaptation Assessment has been developed as Volume III of this ESCMF.

2.8 Additional Triggered Safeguards

In addition to the ESCMF, PRODESA proposed sub-projects has triggered several thematic issues, therefore, prompting additional plans to be put in place as follows:

i) Stakeholder Engagement

The PMU will be responsible for the effective implementation of the engagement/feedback process based on the Stakeholder Engagement Plan developed for this project. The engagement and feedback process aims to achieve effective stakeholder involvement and promoting greater awareness and understanding of issues so that concerns of affected groups are taken into consideration and that the project is carried out effectively within budget and on-time. Public consultations are key to stakeholder engagement and feedback especially at beneficiary level. Public consultations aim to: a) provide stakeholders, sufficient opportunity to voice their opinions, concerns and aspirations that may influence Programme decisions b) the status of implementation of the identified measures; b) provide information and facilitate decision making and c) whenever possible, specific recommendations and proposals.

For the effective implementation of the engagement/feedback mechanism, stakeholders shall be defined as all those people and institutions that have an interest in the successful planning and execution of the project's activities. This includes those likely to be positively and negatively affected by the project, people living in the vicinity of the proposed works, special interest groups, vulnerable groups, marginalized and disadvantaged individuals or groups. The programme shall determine who the stakeholders are and understand their needs and expectations for engagement, and their priorities and objectives in relation to PRODESA. Stakeholders shall be categorized into; i) directly affected, ii) indirectly affected, iii) interested parties and implementing agencies. The Programme will identify individuals and groups who may find it more difficult to participate and those who may be differentially or disproportionately affected by the Programme because of their marginalised or vulnerable status.

The information obtained will be used to tailor technically and culturally appropriate engagement mechanism and type of information to be disclosed for each type of stakeholder. The consultation process shall ensure that all those identified as stakeholders are conferred with and shall be informed by a set of principles which are commitment, integrity, respect, transparency, inclusiveness, and trust based on International Best Practice. The engagement process will be a continuous process throughout the life of the project and will be used as a means of checks and balances for the proper implementation of the project. A detailed Stakeholder Engagement Plan is attached as **Volume II**.

ii) Grievance Redress Mechanism

The implementation of this project may generate several challenges and complaints especially those which relate to infringement of rights of sections of the society, unequal sharing of resources and exclusion from the project benefits. To address such complaints, and in the spirit of continuous consultation process, a Grievance Redress Mechanism (GRM) has been developed for the project. The GRM is an important tool for resolving conflicts, addressing concerns and fears and ensure agreements by aggrieved parties and aggressors for the benefit of the project. IFAD requires that all supported projects put in place mechanisms that address concerns and grievances that arise in connection with the project.

Overall responsibility for the GRM will be with the PMU, and it will cover all activities and sub-components of the PRODESA. The general GRM mechanism follows a basic set-up:

- Assess and Clarify
- Report
- Acknowledge and Follow-up
- Verify and investigate
- Monitor and evaluate
- Feedback

The GRM developed for this ESCMF consists of three parallel systems: a) a community-based system presided by traditional community leaders; b) a formal system presided by IDA/EDA and MinAGRE; and d) the IFAD complaints procedure. Complainants will also be free to opt for the legal route at any point.

IFAD has zero tolerance to Sexual Exploitation and Abuse. Any Sexual Exploitation and Abuse (SEA) complaints received shall be directed to IFAD's Ethics Office.

Details on all aspects related to GRM processes and procedures are presented together with the Stakeholder Engagement Plan Volume II of this ESCMF.

iii) Labour Management Plan

IFAD SECAP Standard 5 requires that written labour management procedures (LMP) be established that set out the conditions under which project workers will be employed or engaged and managed. This applies to all third-party contractual arrangements with the private sector (or any other entity).

Therefore, all private sector actors (or any other entity) that will be engaged in the project, will adhere to the LMP to ensure compliance with SECAP prior to engagement in any project activity. Private enterprises that will provide services within the project shall also sign a safeguards commitment letter to implement all measures stipulated in the ESCMF.

Annex 9.5 provides a template for this LMP that will be developed during the inception phase of the project. To the extent that provisions of national law and employer policies satisfy the requirements of S7, these would be applied and the applicable party would not need to duplicate such provisions in additional project-specific labour management procedures. An assessment, undertaken as part of the scoped ESIA's and targeted assessments, should identify whether the applicable party (employer, contractor) has appropriate human resources policies and occupational health and safety management procedures to address and

manage identified labour risks and impacts and to meet the S7 requirements. The LMP requirements shall: - - - - Comply with minimum age threshold set out in International Labor Organization (ILO) Conventions or national legislation (whichever offers the greatest protection to young people under the age of 18) and expect certification by contractor that children under 18 are not employed in hazardous work, and if involved are only doing light work with security and safety standards respected and enforced. Check the activities carried out by young workers and ensure that children under 18 are not employed in hazardous work, including in contractor workforces. Hazardous work will normally be defined in national legislation and will be likely to include most tasks in construction and several in agriculture. Assess the safety risks relating to any work by children under 18 and carry out regular monitoring of their health, working conditions and hours of work. Ensure that any workers aged 13-15 are only doing light work outside school hours, in accordance with national legislation, or working in a government-approved training programme. Ensure that contractors have adequate systems in place to check workers' ages, identify workers under the age of 18 and to ensure that they are not engaged in hazardous work, and that their work is subject to appropriate risk assessment and health monitoring. In addition, the Project will ensure that appropriate wages will be paid per assigned tasks. Security and safety standards will also be respected and enforced. In addition to the UNDP Stakeholder response mechanism, part of the Grievance Redress Mechanism will provide for a fair and free from influence entry point for their potential complaints and/or grievances. The Complaints Register and Grievance Redress Mechanism will provide an accessible, rapid, fair and effective response to concerned stakeholders, especially any vulnerable group who often lack access to formal legal regimes. For any sub-contractors due diligence will be conducted as necessary to ascertain that third parties who engage project workers are legitimate and reliable entities and have in place appropriate policies, processes and systems that allow them to operate in accordance with the minimum requirements herein.

3.0 SOCIAL AND BIOPHYSICAL BASELINE

3.1 Introduction

Angola is the third-largest economy in the Sub-Saharan Africa and is classified as a low-middle income economy. About 27 per cent of the population lives in the capital region of Luanda and about 37 per cent lives in rural areas. Angola, being the second largest oil producer in Africa, has an economy heavily reliant on the petroleum sector. Oil constitutes 87.6 percent of exports, 50 per cent of government revenues, and together with natural gas, 31 per cent of GDP. The country has a significant unrealized potential to develop industries in agriculture, fisheries, and minerals. More than 50 percent of the food consumed is imported, constituting 16 percent of merchandise imports⁵.

Angola ranks 149th out of 182 countries in the Human Development Index (HDI) of UNDP, and it also stands among the lowest countries in the world in terms of the Human Capital Index (HCI) (0.36) and slightly below the Sub-Saharan African (SSA) average (0.4). Statistics indicate that Angola's GDP in 2023 was USD 84.72 billion, with GDP annual percentage growth of 0.9 per cent decline⁶.

The country is divided into eight provinces, 164 municipalities, and 557 administrative units, known as communes or comunas. Comunas are further divided into sectores, bairros, and blocos. Each province has its own government, with governors appointed by central government and vice governors selected from a different political party than the governor. The provincial government appoints the municipal administrator, who in turn appoints comuna administrators. No formal state institutions exist below the comuna level.

3.2 Socio-Economic Baseline

Population and Demography

Angola is a large, sparsely populated country with a total area of 1,246,700 square kilometres with a population of 38,121,164 based on projections of the latest United Nations data. The UN on July 1st, estimated 2024 population at 37,885,849 as compared to the 2014 population census 32 million.

A total of 49.5% are male and 50.5% female whilst young people constitute 32.4 per cent of the total population with 48.5 per cent male and 51.5 per cent female. In terms of area of residence, 66 per cent of the young population live in urban areas, while 33.7 per cent live in rural areas. A total of 37.4 per cent of the population live in rural areas as a result of the long civil war that forced the population to seek security in the urban areas of the country, largely in the capital city of Luanda⁷. and women constitute 51.2 percent of the total⁸. Life expectancy is estimated at 57 years for men and 63 years for women. The population growth rate is estimated at 3.36%.

Angola's population growth rate (annual average) is 3.29% and the urban growth rate is 5.0%. Luanda is the most populous province with 8,801,035 inhabitants

⁵ WB (2022), Climate Change Angola Climate and Development Report

⁶ <https://tradingeconomics.com/angola/gdp>

⁷ World Statistics Pocketbook, 2019

⁸ INE (2020)

and Bengo province is the least populated in Angola, with just over 479,938 inhabitants (INE, 2021). People tend to concentrate in urban areas, mainly along the coastal regions, due to easy access to roads, railways and other infrastructure. As one of the least densely populated countries in the world, Angola has a density of 14.8 people per square kilometer.

Table 9: Population and Demography of the Implementing Provinces

Province	Rural Pop (2016)	Rural Poverty Rate 2016	Pop dens /km ² 2022	Literacy rate 2012	Median consumption of poor hhs (Kwz/month) ⁹	Stunting rates (% under 24 months) ¹⁰
Cuando Cubango	305,436 (~)	74.8	3.321	46%	5,571	30
Moxico	442,483 (~)	76.2	3.798	45%	5,729	29.6
Lunda Sul	142,438 (~)	69.6	8.314	44%	4,848	36.7
Lunda Norte	862,566 (~)		8.3			
Bie	1,120,488 (~)	78.3	26.6	40%	5,569	39.1

Literacy Rate

Although literacy rates have increased over the years, illiteracy remains a cause for concern, especially in rural areas, among women, and in the poorest quintiles. Further, men and women do not equally benefit from literacy programmes, which leaves a significant gender gap. As of 2020, the literacy rate for women was 57.2 per cent considerably lower than that of men, 82.6 per cent. Female youth literacy rate stood at 73.9 per cent as compared to 86.8 per cent of male youth.

Ethnic Minority Community

The San, the Himba and their related groups constitute the indigenous peoples of Angola (0,1 per cent). The San community are the oldest inhabitants of Angola and southern Africa and are mainly located in remote and inaccessible areas and they live in extreme poverty mainly in Kuando and Kubango provinces and Namibe, staying in undeveloped shelters and moving within their ancestral territories, often in areas that are not yet cleared of landmines. While in the past the San were hunter-gatherers, most in San southern Africa now live on a combination of subsistence agriculture, informal manual work and food aid, though several significant traditional livelihood practices remain, including gathering of bush foods and in some cases hunting and craft production.

Some have since settled in homesteads where they practise minimum agriculture, surrounded by Bantu neighbours, with some living in urban communities. The illiteracy rate among Angolan San is very high and, due to lack of infrastructure, lack of birth certificates and discrimination, few San children attend schools. The mortality rate of the San is very high due to lack of healthcare as they shun such facilities and do not have money to pay for medication and treatments. Their way of life is under serious threat from changing land and forest use including its unsustainable exploitation rate as well as climate change effects threatening their very existence¹¹.

⁹ IDREA survey 2018

¹⁰ Ibid

¹¹ Reliefweb International, 2008

Although the government of Angola has adopted the UN Declaration on the Rights of Indigenous Peoples, the San, the Himba and other indigenous peoples continue to face challenges in terms of lack of social and economic inclusion, and a number of core human rights remain unrealised to them.

There are no specific references to indigenous peoples or minorities in the Constitution, nor in other domestic law. The Government of Angola does not recognise the concept of indigenous peoples as affirmed in international law¹².

State of Agriculture

Agriculture in Angola has tremendous potential as the country is endowed with fertile soils, availability of farming land and a relatively favourable climate. Before the liberation war, the agricultural commercial sector was one of the most important pillars of Angola's economy, mostly due to plantations of export crops owned and managed by Portuguese farmers. Angola was the fourth largest coffee producer in the world, and also exported sisal, banana, sugarcane and cotton. The sector almost collapsed during the fighting period and is now struggling to rise again. Almost 36 per cent of cereal consumption (about 1.1 million tonnes) is met through imports¹³. Presently, agriculture remains mostly subsistence in scale and primitive in methods. In 2007/08, the average area cultivated by farmer families was 1.56 hectares. The main fertile regions are highlands and valleys. Main food crops are cassava, maize, sweet potatoes and millet¹⁴. The cultivation of cash crops like coffee, banana, sisal, sugarcane, tea, and oil palm is also being restored. Livestock (cattle, goats, sheep, pigs, chickens) and fishery are important for rural and coastal livelihoods. Agriculture-related environmental problems have been caused by slash-and-burn practice by farmers, and overuse of insecticides. Existing landmine fields have reduced the arable land area.

Poverty and Vulnerability Status

The Multidimensional Poverty Index (MPI) which assesses and combines indicators related to health, education and standard of living, creating a composite figure for the country is currently placed at 0.28¹⁵. As of 2017, the most recent data available for Angola, 32.5 per cent of the population were affected by severe multidimensional poverty. The global MPI in 2016 was 0.283 with 32.5 per cent of the population living in severe poverty. That percentage rose to 66.5 per cent in the rural areas where the MPI was 0.523 and decreased to 12.9 per cent in the urban areas¹⁶.

The incidence of vulnerability to poverty is generally higher in the rural areas (where poverty rates are also higher). The highest vulnerability rates for households in rural areas are in the south- eastern and eastern part of the country.

Poverty is also greater in female-headed households, particularly in rural areas.

12 International Work Group for Indigenous Affairs - Angola

13 International Fund for Agricultural Development [IFAD] Angola country profile

14 IPS, 2009

15 INE, 2020

16 Oxford Poverty and Human Development Initiative, Global MPI Country Briefing 2020: Angola

Many women are de facto heads of households because they are members of polygamous households, or because of male labour migration. The latest census (2014) estimates that 38 percent of households are headed by women, and they form most of the households living in poverty. Poverty remains high, especially among the youth and rural population, where significant social inequality is expressed by a Gini coefficient of 51.3 in 2018 (AfDB, 2020). This reflects modest social progress and high social inequality.

Poverty is also linked to the kind of economic activity engaged in by the head of the household. Among the three major economic sectors, employment in agriculture accounts for the largest share of the poor (66.2 per cent), while industry and service sectors account for 19.7 per cent and 18.4 per cent, respectively. Those who are self-employed are also severely affected by poverty (53.1 per cent). This shows that rural poverty is structural and needs to be tackled from a broader perspective taking into consideration gender dimensions.

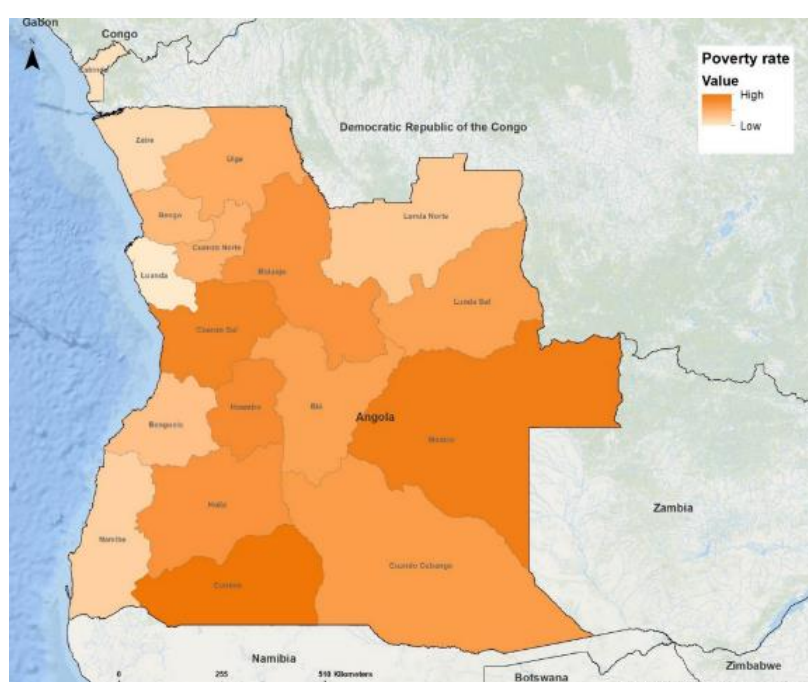


Figure 2: Provincial Poverty Rate

Employment status

Around 46 per cent of rural households are engaged in farming and 6 per cent in fishing. The 2014 Census also revealed that, at national level, the vast majority (42.2 per cent) of the population is employed in the primary sector, 26.2 per cent in the tertiary sector and only 6.1 per cent in the secondary sector.

Although the agriculture, forestry and fisheries sector contribute, on average, to 9.5 per cent of the total GDP¹⁷, an estimated 50 per cent of the economically active population engages in the sector to some extent for employment purposes. In the agricultural sector, there are more females in the labour force than males (56.3 per cent of women against only 44.3 per cent of men), mostly employed at the subsistence level. More than half of Angola's poor are located in rural areas and depend almost exclusively on agriculture for their livelihoods, with almost a third

¹⁷ World Bank, 2020

(30.4 per cent) of agricultural households being headed by women and an estimated 80 per cent of farmers being smallholders¹⁸. Women are responsible for 70 per cent of traditional subsistence agriculture and 24 per cent of commercial agriculture¹⁹.

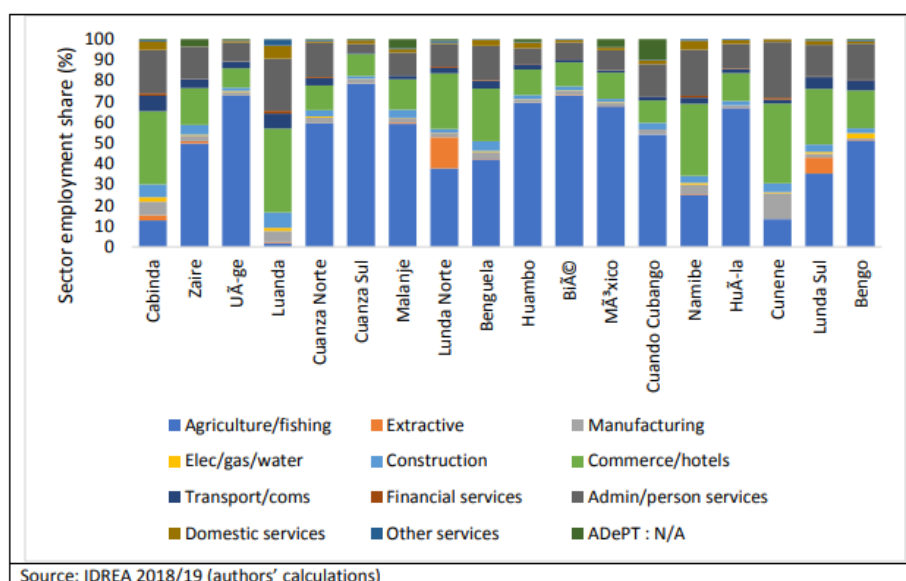


Figure 3: Employment by sector and province

Social Amenities

Apart from lower levels of education, which compel women to work in agriculture as unqualified labourers, there are other factors that limit women's opportunities to invest in higher productive sectors. Access to electricity, for instance, could reduce the time rural women spend in gathering fuelwood for cooking and increase opportunities in non-agriculture services such as processing of agricultural/fishery products, and trade. However, the 2015 WB data indicates that only 3.8 per cent of rural areas have access to electricity. Access to water would also make women available for other activities, but only 22.4 per cent of the rural households have access to drinkable water, as against 57.2 per cent in urban areas. Only around 20 per cent have access to a sewage system with a sink or toilet, 45 per cent to electricity, more than 75 per cent to a mobile phone network and more than 25 per cent to the internet.

Health Care

Health Access to health facilities is a challenge for both men and women in Angola, particularly in rural settings. Women continue to face difficulties in accessing reproductive facilities. Of great concern is the adolescent birth rate which is quite high as a total of 150.5 births happen per 1,000 women aged between 15 and 19 years²⁰. This is against the global average of 45 births per 1,000 women.

Gender Situation

¹⁸ INE IDREA, 2018-2019

¹⁹ IFAD Angola country profile

²⁰ UNDP, 2020

Angola has a Gender Inequality Index (GII) value of 0.536, ranking it 132 out of 162 countries in the 2019 index.

The absence of the "gender" dimension in policies until 2023, consequently, in plans, programmes and actions/projects puts women at a disadvantage compared to men, not least because they already make up the fringe of the population with the fewest opportunities for education and employment. This leads to horizontal occupational segregation, which consists of the concentration of women at the lowest professional levels, who are therefore poorly paid, as well as the concentration of women in the informal market, in low-income activities. There are also cultural issues, which are still deeply rooted in everyday life, and women lack autonomy and decision-making power within the family and community.

Angola "2050", the country's development strategy for the next 30 years approved in 2023, aims to create conditions "conducive to women's autonomy, freedom, and empowerment" by improving access for girls and women to education, reproductive health services, and a legal framework that safeguards women's safety and protection. Angola's National Development Plan (NDP) has gender equity as key objective of its human capital pillar. Both documents defined specific targets (see table 1 below) to address some of the challenges faced by girls and women, including a drastic reduction in under-16 and under-18 child marriages (by about 7 percentage points) by 2027 and the eradication of under-16 child marriages by 2050. Moreover, the Government is committed to implementing measures to increase women's participation in political and decision-making positions, and to create conditions to increase the productivity of women in the informal economy through training and access to microcredit programs.

Table 10: Gender Equity-Policy Targets by Program

Description	2022	NDP (2027)	Long Term Strategy (2050)
Global Gender Gap Index	0.64	0.69	0.81
Net enrolment ratio in primary education	64	69	90
Proportion of seats held by women in national parliament (%)	38	42	50
Women who were first married by age 16 (% of women ages 20–24)	8	2	0
Women who were first married by age 18 (% of women ages 20–24)	30	23	8
Ratio of female to male professional and technical workers	0.53	0.56	0.72
Proportion of women subjected to physical and/or sexual violence in the last 12 months (%)	26	18	10

Source: Plano Nacional de Desenvolvimento, 2023–27

The Angolan government has approved several legal instruments aimed at promoting Gender Equality and Equity, in order to respond to Gender-Based Violence in a sustainable and multi-sectoral way. These are Law 25/11 of 14 July

2011; Presidential Decree 124/13 of 28 August 2013 on the Regulation of the Law Against Domestic Violence and Presidential Decree 222/13 approving the National Policy for Gender Equality and Equity and the Advocacy and Resource Mobilisation Strategy for implementing and monitoring the policy.

According to the World Bank's World Development Indicators, 64.1% of women aged between 15 and 64 participate in the labour force compared to 78% of men. The percentage of women employed is relatively high in the public sector and in the banking system, in some cases rising above 50 per cent, but women are practically absent in other fields.

Gender and Land Rights

The shrinking of fertile land accompanied by a growing population is the main cause for disputes, especially among peasant and commercial farmers, traditional herders, commercial cattle rangers and returning refugees reclaiming their land-use rights. Such pressure on natural resources tends to negatively impact women's access to land.

Under Angola's Constitution, men and women are afforded equal rights and protection, including in terms of assets' ownership and land possession. Women have the right to own land individually or jointly with their husbands. According to the IDREA report from 2018– 2019, more women than men own a land title (52.4 per cent versus 50.6 per cent), although no information is available about the land size of these property titles. However, despite these basic rights, in practice, women have far less explicit political representation and economic power than men. For example, women account for a great proportion of both agricultural workers and livestock farming labour force, while being in the minority of landowners. Most access to land and natural resources continues to be primarily regulated by customary rule, meaning that rural populations directly contact those that claim ownership of land and make social arrangements about land use. These arrangements can generally be classified into: inheritance, gift, lending, pledging (mostly through oral contracts), shared arrangements, and invasion. These actions are often done in the presence of a traditional authority, or Soba, who serves as a witness in case of any future dispute, and nothing is documented on paper. In order to preserve the rights of the rural communities, the statutory land law considers the customary land use systems (residential, traditional shifting subsistence agriculture and transhumance grazing, forestry, access to water and communication ways) prevalent in different provinces and cultures of the country²¹.

Gender and crop production

In general, men perform tasks that need greater physical strength (plough cultivation) and technical skills, and also make decisions, collect and handle the household income. Women, in contrast, actively participate in unskilled farm work that requires less physical effort, yet, paradoxically, is more labour intensive, such as taking care of the seeding and crop harvest. They also contribute to marketing, but do not participate in decision making and have no control over the household income.

21 FAO, 2014a

Gender and livestock production

In livestock production, another important sector for the national economy, men are the predominant actors, especially for large stock such as cattle. Women contribute greatly to livestock production, notably in terms of feeding and grazing activities, milking, and day-to-day caring for animals. Women are involved in the rearing of short-cycle livestock which they often own, such as small ruminants and poultry. But this livestock production is associated more with household consumption and food security rather than commercial opportunity and economic empowerment²².

Malnutrition

Income poverty and inequalities in access to basic services such as health, water, sanitation, and proper care and feeding practices, in the initial stages of children's lives are associated with delayed child growth, in both physical and cognitive terms. Based on the most recent Demographic and Health Survey of 2016, the prevalence of stunting in Angola is 37.6 per cent and this rate implies that 1.8 million of the 4.7 million of children under 5 in Angola, are at risk of cognitive and physical limitations that can last a lifetime.

The variety of underlying causes of malnutrition that can be identified may be classified into three groups: (a) indicators related to household food security and care practices,³¹ (b) indicators summarizing the household environment (WASH);³² and (c) indicators summarizing access and utilization of health services.³ All the project provinces have high malnutrition rates for children under the age of 24 months (figure 4).

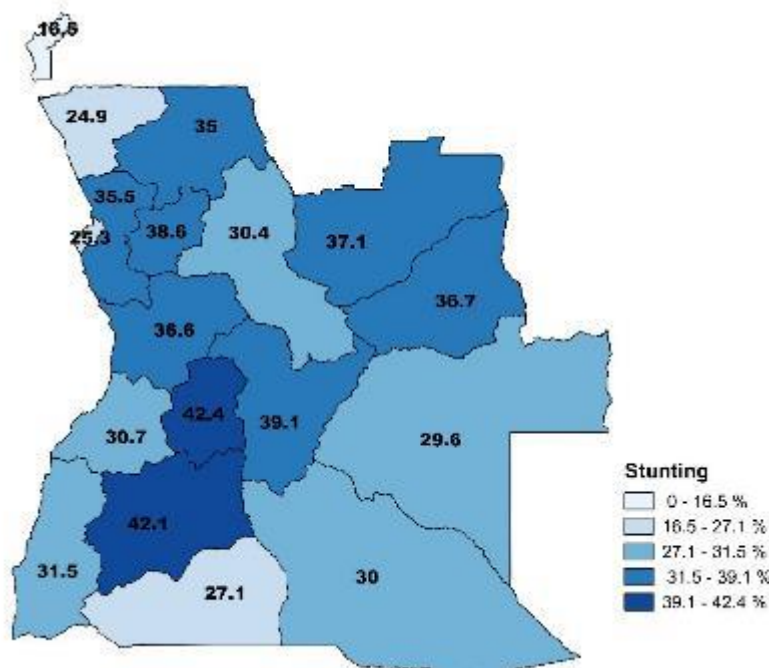


Figure 4: malnutrition rates for children under the age of 24 months

Gender and Climate Change

Women especially rural women are usually more affected by climate change than men in most of the provinces. This is because of the following reasons²³:

- Women's livelihoods depend more on natural resources than men's, considering their various roles, access to and ownership of resources, and mobility opportunities, so they are directly impacted by such changes, with higher negative effects on economic vulnerability and food security.
- Women are often in charge of collecting firewood that contributes to deforestation, and whose scarcity increases the workload of women.
- They often develop activities around non-timber forest products, which are majorly impacted by deforestation and are constrained by forest protection programmes which often do not take these activities into account
- Climate change affects the crop calendar and may increase work constraints for women. Case studies show that environmental stress tends to intensify women's workload and decrease the assets of poor households.
- Women most often play the role of ensuring household food security and their capital is the first to be used to cope with climatic and economic shocks (i.e. sale of their livestock). Decapitalization leads to increased migration, mostly male, leaving women isolated and with an increased workload.

Youth

The youth face many challenges in areas of education, employment, access to productive resources (land and finance), lack of decision-making roles, lack of entrepreneurial skills and basic nutrition. A large number of youths migrate to urban areas, where some go to school and gain formal employment. Migration levels are highest for the age group 25 to 35 years. Youth unemployment is estimated to be 59.8 percent of the total unemployed. The 2021 total youth unemployment is 18.5% (18.2% males and 9.1%). The youth in rural areas are engaged in subsistence agriculture and are involved in family-based livelihood activities (handicraft, fishing and small shops). Youth have challenges to access finance and a low level of education. The youth are less attracted to agriculture since they prefer enterprises with quick returns.

Pastoralism

The pastoralists are found in both Moxico and Cuando Cubango and face challenges in the shifting, social, economic and ecological environment. Women pastoralists have limited decision making opportunities. The climate and land-use changes interfering with their transhumance routes and the seasonal productivity of the rangelands are putting pressure on their livelihood. Resilience may be built by supporting them in adaptation, land-use planning involving both transhumance and settled communities to secure stockouts, establishing water points and building fodder buffers and diversification into complementary food production and income generation. There is also a need to increase access to healthcare, education and markets adapted to the transhumance way of life. The men are already looking for alternative employment, and diversify the use of natural resources. After the men have migrated to find work in towns, the women are left

²³ Ibid

to care for the livestock and this increases their work burden. There are also cultural barriers that prevent women from owning livestock or going into unsafe forests to look after cattle. The women are also constrained due to lack of finance and skills, low literacy, poor nutrition, etc. Due to climate change, women spend time looking for fuel wood, have less access to education and health services, have increased domestic burden and the natural resources used for income generation is decreasing. Conflicts could arise due to scarcity of natural resources and this is unsafe for women and girls. The mission was informed about the 'Chitaka' model garden that FAO is piloting which may also open new opportunities for some pastoralists in their homesteads. During the detailed design, the pastoralists will be consulted on issues affecting men and women pastoralists, the different roles of men and women; social constraints, economic empowerment, social capital, labour saving technologies (energy efficient stoves, training in GALS and nutrition through the FFS, small milling machines, etc.), literacy training, building sustainable partnerships, social mentoring to challenge cultural norms, access to inputs, income generating interventions, market access, knowledge and innovation

Ex-combatants

Following the end of civil war that lasted from 1975 to 2002, close to 80,357 ex-combatants were demobilised in all the 18 provinces of Angola. In 1995, GoA created a Ministry in charge of Former Combatants and Motherland Veteran. In order to support the socio-economic integration of the ex-combatants, an Inter-Ministerial Commission for Coordination of socio-economic Reintegration of ex-combatants and homeland veterans (spanning across various ministerial departments). The objective of the Commission was to support these sensitive and fragile categories in the areas of health, finance, agriculture and social affairs. Key to supporting this group is to provide quick sources of income, in order to retain their interest and avoid them moving into other activities. However these should be combined with long-term market-access support in order to promote their longer term livelihood development.

People with Disabilities

The main forms of disability include: a) medical disability; b) paralysis; c) upper limb amputee; d) lower limb amputee; and others. Disabilities are more prevalent in the 5 to 24 years age groups. The cause of disability was due to the effect of the 40-year civil war, poor health care, congenital diseases, low level of education, hidden attitudes towards disability and lack of awareness. Challenges they face include: high poverty prevalence, poor health, education, access to information, drinking water, decent housing, family, economic and social conditions. Although this will be verified during the design, likely to be more in Cuando-Cubango and Moxico due to land mines. Activities to be considered to support PWDs include: a) training on nutrition education, health and hygiene; b) provision of drinking water facilities; c) empowerment and rehabilitation through training, training in GALS and nutrition, employment; and d) participation in project activities as a means to guaranteeing the development of PWDs to improve their livelihoods. Further analysis will be conducted at design and the project will work through the local Community-Based Organisations (CBOs) supporting PWDs.

Marginalised Groups

They suffer from displacements from ancestral lands and access to natural resources and economic, social, political and cultural marginalisation and extreme

poverty. Among the San communities, youth participation in agriculture varies, with some interested in the quicker results and gains from horticulture. The San and Himba are situated mainly in the southern province of Huila, Cuando Cubango and Moxico.

3.3 Biophysical Baseline

Introduction

Angola is located on the south-west coast of sub-Saharan Africa and is the second-largest country in the continent. It covers an area of approximately 1,246,700 km²²⁴. Angola is bordered by the Republic of the Congo to the north, Namibia to the South and Zambia to the East. The nation's coastline extends over 1,650 km. Angola boasts of a diverse climate that is shaped by its geographical location and topographical features. The country is endowed with diverse natural resources, which include some of the soils, forests and water resources that accommodate diverse species of flora, fauna and fishery resources. These resources, however, are under threat because of the rapidly expanding population and various anthropogenic and unsustainable usage.

Weather and Climate

Angola experiences a subtropical climate almost throughout the country and has basically two seasons. During the austral winter, which occurs between May and August, the country receives cool and dry seasons which is commonly known as Cacimbo. The Austral summer in the country is typically associated with rains and high temperatures, which begins in September and ends in April particularly in the Northeastern part of the country, between mid-October and April in the central part of the country. In the Southern part of the country, it is experienced between November and March, and from February to April along the coastal areas while the southern cost of the country it is almost non-existent because it is a largely desert area. The Benguela currents, which come because of the cool sea current flowing along the coast, creates a mild and dry climate particularly in the Southern and central part of the country. In the interior part of the country, the rains are generally abundant compared to the coastal areas.

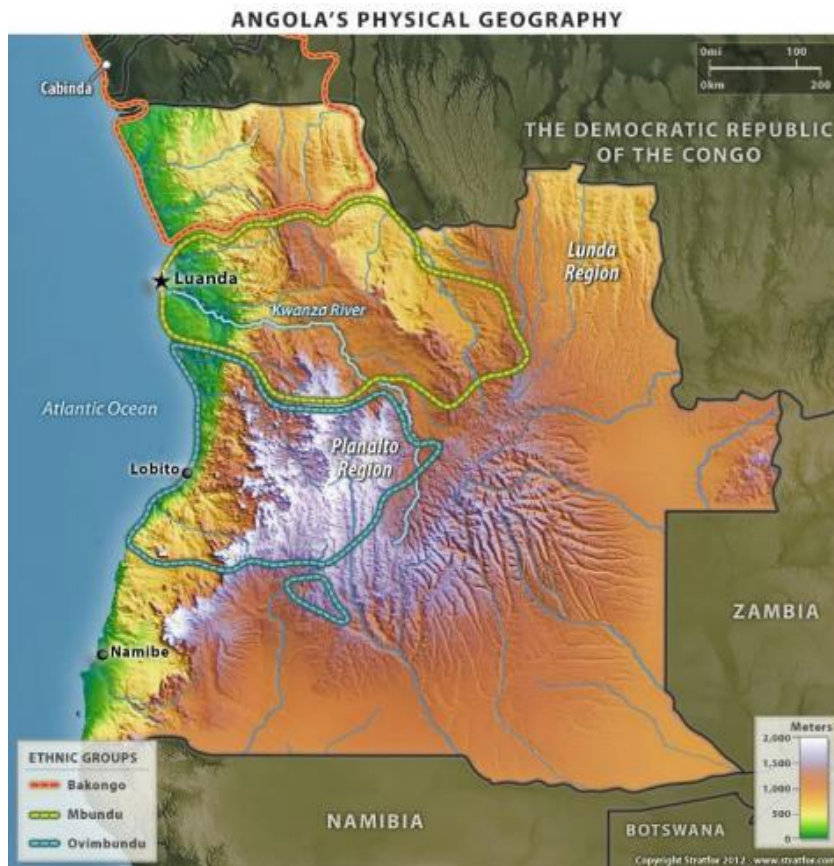
Distinct Ecoregions

The country is divided into distinct ecoregions, each possessing unique features that support diverse biodiversity. Angola's ecoregions are shaped by a combination of factors, including climate, elevation, soil type, and geographic location.

The bulk of Angola is semiarid elevated savannah. Only two regions, the Kwanza River Valley and the central highlands (plateau) both located in western Angola, have sufficient water for abundant agriculture. The Kwanza River, which meets the Atlantic Ocean roughly 50 kilometres south of Luanda, is Angola's only notable river. Its river valley offers the only easy access to the country's interior. The plateau is the country's breadbasket. With an average elevation of 1,000-1,700 meters (3,300-5,600 feet) above sea level, it is high enough to capture rainfall and mitigate southern Africa's heat. Eventually, the topography transitions into some of the continent's most distinct and effective geographic barriers. The jungles of the Congo Basin lie to Angola's north. The Namib Desert lies to the south. The eastern border is less distinct, but the land becomes steadily more rugged and arid the farther east one ventures. Most Angolans live in the western half of the country. A steep escarpment rising out of the country's coastal plain

²⁴ <https://www.adaptation-undp.org/explore/angola>

separates most of Angola's territory from the sea, sharply dividing the interior. To the south, the plain rapidly narrows and ultimately disappears into desert near the city of Lobito.



Source: <https://worldview.stratfor.com/article/angolas-geography>

Ecoregion	Geographical location and Topography	Temperature and Humidity Levels
Coastal Plains	The narrow coastal plains of Angola stretch along the Atlantic Ocean, experiencing a tropical climate influenced by the Benguela Current. This cold current brings cool, dry air and contributes to the aridity of the region, making it relatively cooler than the inland areas	Coastal regions experience relatively moderate temperatures throughout the year, with average temperatures ranging from 18°C (64°F) to 28°C (82°F). Humidity levels are high, especially during the wet season, contributing to a muggy and humid climate. Average Annual Rainfall is between 500 and 1000mm.
Central Plateau	Towards the east and southeast lies the	The central plateau experiences a wider temperature range, with

	central plateau, known as the Planalto, a region of dry savanna. This is the country's dominant topographical feature. It rises to an average elevation of 1,500 meters (4,900 feet) and experiences a more moderate climate with distinct wet and dry seasons, influenced by the Intertropical Convergence Zone (ITCZ).	cooler temperatures during the dry season and warmer temperatures during the wet season. Average temperatures range from 10°C (50°F) to 25°C (77°F), and humidity levels are generally lower than in the coastal regions. Average Annual Rainfall is between 1000 and 1500mm.
Dry and semi-desert arid lowlands (Namib Desert)	Dry and semi-desert arid lowlands stretch along the coast, from bordering Namibia to the capital city of Luanda. Namib Desert is a hyper-arid region characterized by extremely low rainfall and high temperatures. The desert's unique ecosystem is shaped by the cold Benguela Current, which creates dense fog that provides a crucial source of moisture for plants and animals.	The Namib Desert experiences extremely high temperatures during the day, with average temperatures exceeding 30°C (86°F). However, due to the cold Benguela Current, nights are cool, with temperatures dropping significantly. Humidity levels are extremely low, making the desert climate extremely dry and arid. Average Annual Rainfall is less than 100 mm.

Seasonal Weather Patterns

Angola's weather patterns play a significant role in shaping its natural environment, agricultural practices, and the lives of its people.

Wet Season - The wet season in Angola, lasting from September to April, is characterized by heavy rainfall, particularly in the coastal plains and the central plateau. In the south, the rainy season begins in November and ends in March and is shortest on the northern coast where it is only from February to April. Rainfall is associated with the northward movement of the ITCZ, which brings moist, unstable air to the region, resulting in frequent thunderstorms and intense rainfall.

Dry Season - The dry season, extending from May to September, is characterized by clear skies, low humidity, and minimal rainfall. This season is marked by the southward movement of the ITCZ, which brings dry, stable air to Angola. The dry season is typically hot, with temperatures reaching their peak during the summer months.

Transitional Periods - Transitional periods between the wet and dry seasons can experience variable weather conditions, with occasional showers and thunderstorms. These periods are often marked by a gradual increase or decrease in rainfall and temperature, depending on the direction of the ITCZ's movement.

Biodiversity

Angola's biological diversity is one of the richest in Africa. The country is home to a very rich Biodiversity, with biomes such as the Namibe Desert in the southwest, passing through the Kwanza Basin, entirely Angolan, with its forests and open savannahs; the Okavango Basin and Zambezi, in the Southeast; the rain forest in the Zaire Basin in the north and northeast, etc.

The escarpa zone of Angola is particularly rich in endemic species. The climatic diversity, combined with the ecological variability and that of soils, contribute to the formation of bioclimatic zones that entail from dense tropical forests to the absence of vegetation in the desert. These different habitats provide room for a high level of biological diversity. Loss and degradation of habitats are some of the major problems facing the Angolan biodiversity.

According to GoA, 2020²⁵, the diversity of mammals is also one of the richest in the continent, with 275 species registered, including the famous Giant Sable (*Hippotragus niger variani*), the Red Buffalo (*Syncerus caffer nanus*), the Elephant of the savana (*Loxodonta africana africana*) and the elephant of the forest (*Loxodonta africana cyclotis*), the Gorilla (*Gorilla gorilla*), the Chimpanzee (*Pan troglodytes*), the African manatee (*Trichechus senegalensis*) and the Oryx (*Oryx gazella*) and others. The birds' heritage is diverse, with Angola having 872 species catalogued as the Redcrested Turaco (*Tauraco erythrolophus*), Swierstra's Spurfowl (*Pternistis swierstrai*), Ruppell's Korhaan (*Eupodotis rueppellii*), etc. About 92 percent of the birds of Southern Africa can be found in Angola.

According to the IUCN (2002), around 75 per cent of the animals and plants that occur in Angola are listed on the red list as vulnerable, endangered, critically endangered or for which no data is available, including three species of insects, 37 species of birds, 90 mammals, 7 species of reptiles, 10 species of gastropods and 29 magnoliopsids. Among the critically endangered species, *Hippotragus niger variani* (Giant Black Sable) is reported for some areas close to the northern limits of Malanje Province. Hippos are reported for some of the watercourses, especially in the main rivers, along the project's target area, which could lead to possible conflicts.

The project's physical interventions will not take place in natural areas, as the aim is to rehabilitate and develop irrigation systems in areas already used for agricultural and pastoral activities. No direct impact or interference with natural or

protected areas is expected.

Angola is an integral part of the Convention on Biological Diversity, (CBD), the Convention on migratory species of wild fauna, (CMS) and its Agreements with the Conservation of Sea Turtles on the Atlantic Coast of Africa and Birds of Prey or Predators of Africa, Europe and Asia, the Convention that Regulates International Trade in Endangered Species of Flora and Fauna (CITES).

Vegetation

Angola has between 23 million and 53 million hectares of forests. The significant variation in estimates reflects the lack of information on the actual extent of Angola's forests (FAO 2008). Vegetation is highly varied and ranges from dry woodland and wooded grassland to humid mist forest. Although it can be classified up to 16 categories, the main vegetation types are as follows:

Table 11: Main Vegetation Types

Vegetation Type	Location	Characteristics	Importance
Tropical Rainforests	The rainforests of Angola are primarily concentrated in the northern and northwestern regions of the country, stretching along the Atlantic coast and extending inland towards the Congo Basin. These forests thrive in areas receiving ample rainfall, with the highest precipitation occurring along the coast.	Angolan rainforests are characterized by their dense canopy of towering trees, creating a shaded understory. The forests are home to a remarkable diversity of plant species, including valuable timber trees, towering palms, and a rich array of epiphytes. The rainforest ecosystem also supports a diverse range of animal life, with primates, birds, reptiles, and insects all calling these forests home.	Angolan rainforests are crucial for regulating the regional climate, acting as carbon sinks and absorbing large amounts of carbon dioxide from the atmosphere. They also play a vital role in maintaining biodiversity, providing habitats for numerous endangered species and contributing to the overall ecological balance of the region.
Miombo Woodlands	Miombo woodlands, named after the dominant miombo	Miombo woodlands support a variety of wildlife, including antelopes, zebras,	Miombo woodlands have immense cultural significance for

	tree species, are a distinctive feature of Angola's landscape. These woodlands cover vast stretches of the country, particularly in the central and southern regions. The miombo trees, with their distinctive, hard, and durable wood, play a crucial role in the ecosystem. These woodlands are a vital resource for local communities, providing timber, firewood, and other products. The miombo trees also play a critical role in soil conservation, mitigating erosion, and maintaining water quality.	wild dogs, and birds. The woodlands also provide habitat for numerous reptiles and amphibians, showcasing the rich biodiversity of this ecosystem.	local communities, providing them with a vital source of livelihood, traditional medicines, and cultural traditions. The sustainable management of these woodlands is crucial for the well-being of these communities.
Savannas and Grasslands	Savanna and grassland ecosystems are widespread in Angola, covering a vast portion of the interior and extending to the south. These open grasslands are characterized by a mixture of grasses, shrubs, and scattered trees.	The savannas and grasslands are influenced by seasonal rainfall patterns, with a distinct wet and dry season. During the rainy season, the grasslands are lush and vibrant, while the dry season brings a period of dormancy. The savanna ecosystem is home to a variety of grazing animals, including zebra, antelope, and giraffe, as well as predators like lions,	Savannas and grasslands play a vital role in the ecological balance, supporting a rich diversity of plant and animal life. They are also an important source of food and other resources for local communities, who depend on these ecosystems for their livelihoods.

		leopards, and hyenas	
Coastal and Mangrove Vegetation	Coastal and mangrove vegetation is found along the Atlantic coast of Angola, where the coastline is characterized by sandy beaches, rocky shores, and extensive mangrove forests. These coastal ecosystems are influenced by tidal fluctuations and the presence of saltwater.	Coastal vegetation includes a variety of plant species adapted to saline conditions, including salt-tolerant grasses, shrubs, and trees. Mangrove forests, which are found in areas where freshwater mixes with saltwater, are characterized by their dense stands of mangrove trees, which have specialized roots that allow them to survive in waterlogged conditions.	Coastal and mangrove vegetation plays a vital role in protecting coastlines from erosion and storm surge. These ecosystems also provide important habitats for a wide range of marine life, including fish, crustaceans, and birds. They also serve as nurseries for fish, providing a vital source of food for coastal communities.

Deforestation

From 2001 to 2023, Angola lost 3.95 Mha of tree cover, equivalent to a 7.1% decrease in tree cover since 2000, and 1.37 Gt of CO₂e emissions. In the same period, <0.1% of tree cover loss occurred in areas where the dominant drivers of loss resulted in deforestation. From 2013 to 2023, 100% of tree cover loss in Angola occurred within natural forests. The total loss within natural forest was equivalent to 923 Mt of CO₂e emissions²⁶.

Table 12: Drivers of Deforestation²⁷

Driver	Description
Smallholder Farming	The major driver of change since the end of hostilities has been conversion of miombo woodland to agriculture (including slash-and-burn), particularly small-scale crops suitable for drylands, as people moved back into former conflict areas. Degradation is often a precursor to complete conversion of forests in farming areas.

²⁶ <https://www.globalforestwatch.org/>

²⁷ https://www.fint.awsassets.panda.org/downloads/deforestation_fronts_factsheet_angola.pdf

Fuelwood and charcoal	Charcoal and fuelwood are major priorities for many rural dwellers and influence large areas of miombo. They are a primary factor in forest degradation, rather than complete deforestation. Charcoal is particularly important along roads
Transport infrastructure	Deforestation often begins along new roads and was also associated with construction of the Benguela railway in the past
Large scale Agriculture	Large-scale land acquisitions, covering several million hectares, started in the late 1980s and accelerated after 2002. Produce has been mainly for domestic consumption; companies are often foreign owned.
Timber Extraction	The timber trade has oscillated over time but is now increasing again. It is important for both domestic use and for export. Illegal logging takes place on a large scale, including for Chinese companies
Fire	Bushfires are used to clear for agriculture. Uncontrolled fires are destroying large areas of forest and also harming the livelihoods of local San communities
Urban Expansion	Deforestation tends to spread out from major cities, although urban development is also reducing shifting agriculture and other practices that degrade or destroy forests
Mining Operations	Mining has large environmental impacts and is a cause of deforestation in some areas

Geology

Angola can be subdivided into 5 main regional geological units, each one containing a distinct combination of mineral deposits²⁸.

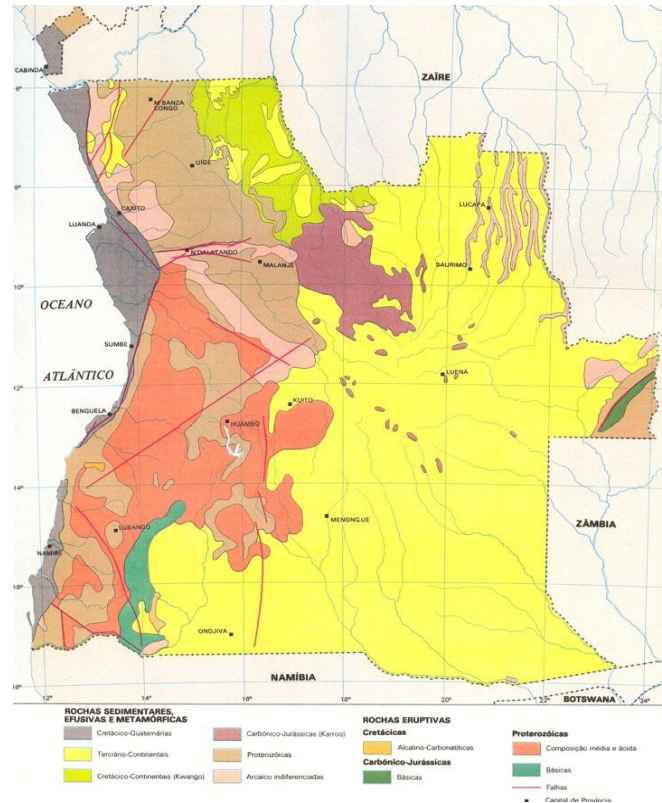
Quaternary to Tertiary Sedimentary Cover Rocks comprising sand, quartzic sandstone, gravel and clay extend over nearly half of Angola, including the entire eastern part. Pleistocene to Cretaceous marine sediments lie in a series of coastal basins on the western margin of Angola.

Mesozoic to Paleozoic sediments equivalent to the Karoo Supergroup occur mainly in the Cassanje Graben, a north-central to north-western geographical depression. Diverse sub-volcanic and volcanic bodies occur including kimberlites and carbonatites along a major south-west to north-east trend line across Angola (Lucapa's corridor), as well as basalt, dolerites, syenites, trachytes and phonolites.

Upper Proterozoic fold belts (Pan African age) occur along the margins of Angola's Precambrian shield, the most important being the West-Congo, Damara and Maiombe-Maongo. They are characterized by the occurrence of base metal mineralisation and a variety of industrial minerals.

²⁸ INET Lisboa-Portugal, 2008

Lower Proterozoic to Archaean rocks from the Angolan, Maiombe, Cassai and Bangwelo shields the Kwanza horst. Granite-gneissic terrain meta-volcano sedimentary (greenstone) belts are present in south-central Angola (Cassinga and Menongue). The Cunene basic (ultrabasic) complex occupies 20 000Km² of the south-western part of the Angolan shield.



The main mineral resources found in Angola are; Diamonds; Gold; Platinum Group Minerals (PGM); Iron; Manganese; Copper (Lead, Zinc, Vanadium, Cobalt); Nickel, Chrome; Mineral associated with carbonatite complexes (niobium (pyrochlore), tantalum, rare earths, fluorite and barite; Tin, Tungsten; Uranium; Coal, lignite; Dimension Stone; Quartz; Phosphate; Kaolin; Mineral Sands; Mica; Salt; Potash; Gypsum; Sulphur; Garnet, Bentonite etc.

Soils

- Angola hosts significant soil variety (Figure 5). The two dominant soil groups are Arenosols and Ferrasols. Arenosols dominate the eastern two-thirds of the country, where the parent material consists of coarse-textured sediments. Ferrasols occupy large portions of the western highlands and adjacent areas. These two infertile soil groups cover more than 80 per cent of Angola's surface. Other important soil types include Luvisols, Calcisols, and Cambisols. The Luvisols are common in the northeastern hills and adjacent slopes where coffee cultivation used to be an important activity during colonial times. This area is now covered by dense forests that support a healthy population of small antelopes and avian fauna. Because of its relatively high agricultural potential, the opportunity cost of conservation in these fertile areas is higher than in areas dominated by Arenosols, where cultivation is a marginal activity at best.

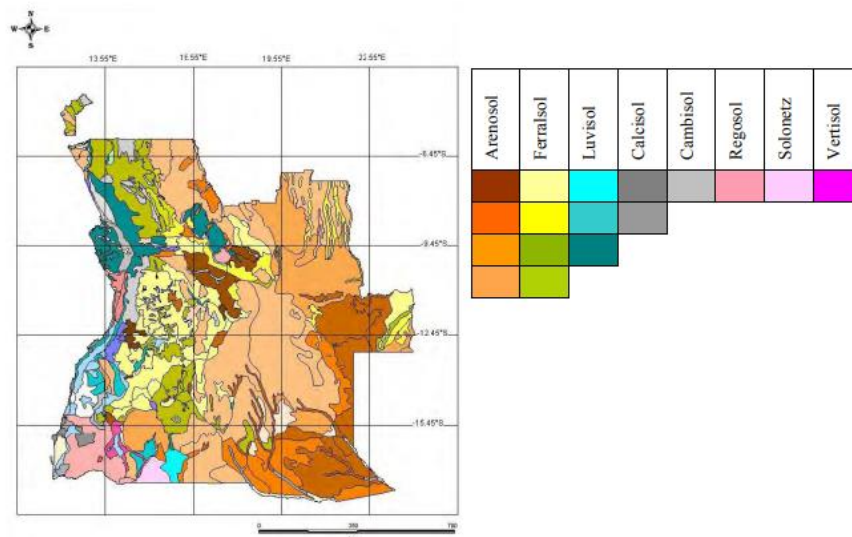


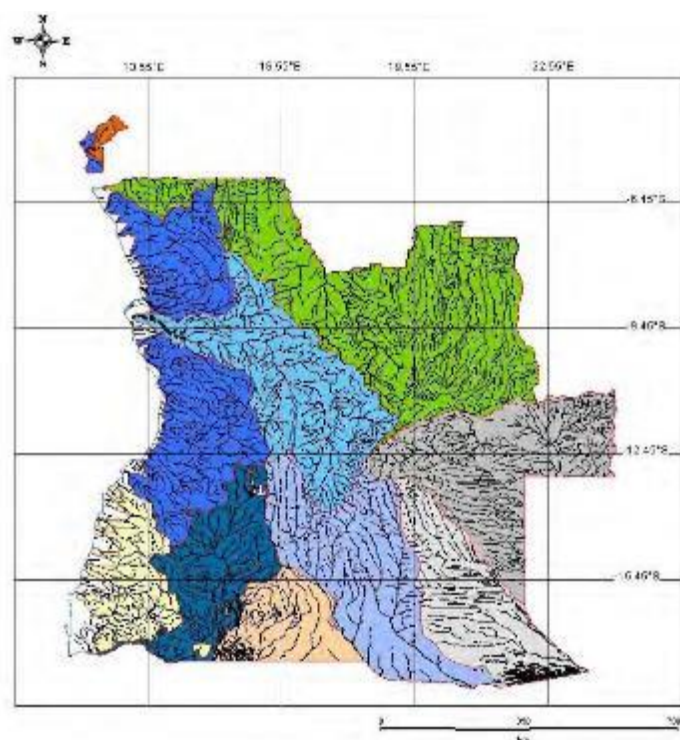
Figure 5: Generalized soils map of Angola

Hydrography

Angola has abundant water resources and no shortage of surface water or groundwater, although there are regional and seasonal differences in availability. Excluding Cabinda province, Angola can be subdivided into nine large hydrographic basins as shown in Fig 2 below:

Perennial coastal system	Ephemeral coastal system
Zaire system	Cunene system
Kwanza system	Cubango system
Cuando system	Zambezi system
Cuanhama, or Etosha, system	

Seven of the nine major hydrographic basins are transnational of which four originate from Angola (Cunene, Cubango, Cuando, and Cuanhama). This makes management of the hydrographic basins of utmost importance to neighbouring countries, and the entire Southern Africa region. Furthermore, the Cunene, Cubango, and Cuando rivers flow into two arid countries, Namibia and Botswana. The Cuanhama system is an enclosed basin that feeds into Namibia's Etosha pan system, one of the most important wildlife conservation areas in Southern Africa. Second, from a hydrologic viewpoint, the central plateau is critical to water supply of neighbouring countries. The headwaters of three major rivers— Kwanza, Cunene, and Cubango—originate there, with most secondary rivers that make up the coastal drainage systems. The economic well-being of millions of people in the region depends on how these watersheds are managed. This is both an opportunity for collaboration and a potential source of regional conflict.



Atlantic (Atlantic)	Atlantic (Atlantic)	Kunene	Kunene	Kunene	Kunene	Kunene	Kunene	Kunene

Figure 6: Angola's principal Hydrographic basins (source: USAID, Angola biodiversity and tropical forests Assessment, 2013)

Throughout most of the country, rainfall in the months of June to September is close to or equal to zero, also generating very little or no runoff in these months. In the southernmost coastal basins, there is only some runoff in the months of February to April, and the rivers are practically dry in the remaining months of the year. This situation does not occur in the Kunene, Kunene, Kunene and Kunene rivers, which are permanent rivers, due to the flows generated upstream; however, the tributaries of these rivers in the downstream stretches are dry most months of the year.

Climate Change

Climate change is already affecting people's lives and livelihoods in Angola, as well as the Angolan economy. The country is experiencing increasingly severe and frequent climate hazards, including the South's worst prolonged droughts in decades.

Increased Temperatures - Angola is expected to experience significant temperature increases in the coming decades, leading to more frequent and intense heatwaves, which can negatively impact human health, agriculture, and water resources. On average throughout the country, surface temperatures have risen by 1.5°C between 1970 and 2006²⁹. More specifically, the observed increases vary across Angola, with an increase of 0.2-1.0°C between 1970 and 2004 on the coasts and northern region of Angola, and a more significant increase of 1.0°- 2°C in the central and eastern regions (Angola 2012). However, this is an estimate

²⁹ <https://www.climatecentre.org/>

with a substantial amount of uncertainty.

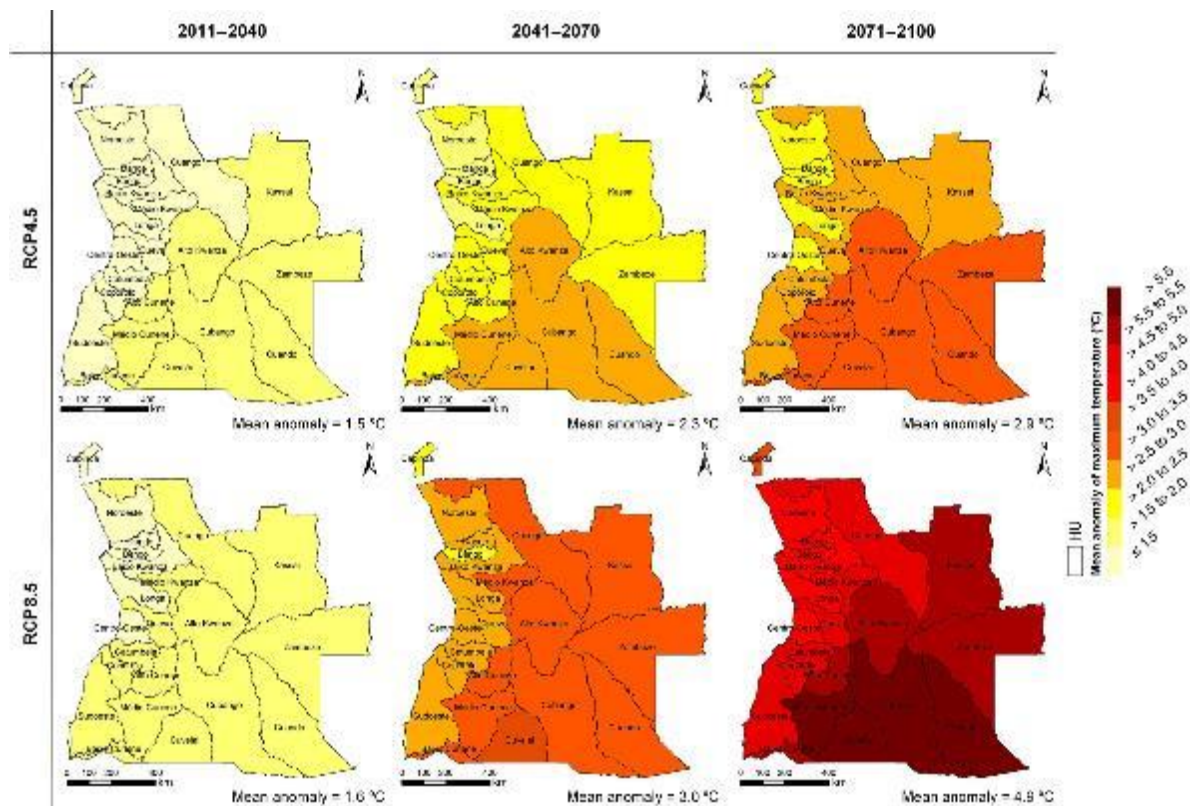


Figure 7: Temperature Predictions

Altered Rainfall Patterns - Climate change is likely to cause shifts in rainfall patterns, leading to more frequent and severe droughts in some regions with the South most affected and increased flooding in others. These changes will have major implications for agriculture, water security, and biodiversity.

Sea Level Rise-Rising Sea levels pose a significant threat to Angola's coastal areas, particularly the low-lying coastal plains. Sea level rise can lead to coastal erosion, saltwater intrusion into freshwater sources, and displacement of communities.

Increased Risk of Extreme Weather Events - Climate change is expected to increase the frequency and intensity of extreme weather events, such as droughts, floods, and tropical cyclones, exacerbating existing vulnerabilities and posing significant challenges to disaster preparedness and response.

Extreme Weather Events

The country has been experiencing a recurring cycle of extreme droughts and floods, which have been affecting the southern regions the most. Floods and droughts sometimes occur simultaneously. It is possible that droughts may act as a longer-term stressor with floods acting as a shock. The impact of these recent extreme weather events, have had a devastating impact on several municipalities

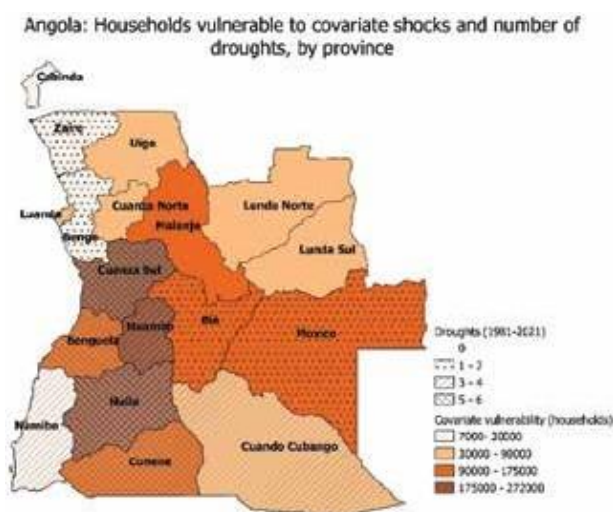
demonstrating Angola's vulnerability and exposure to climate variability.

Droughts

Droughts are a common occurrence in Angola, particularly in the southern and central regions. They can lead to crop failures, water shortages, and displacement of people.

According to figures provided by the Ministerial Department of the Interior³⁰, drought has affected more than one million Angolans in the last five years before the current 2023-24 El Niño induced drought, causing direct damage to the population and the economy. The country has a large area classified as high risk of drought. According to the National Civil Protection Committee (CNPC), food insecurity is expected to affect around 43 per cent of the population affected by drought in the near future. An estimated 80% of the country's water boreholes have stopped working and the water reservoirs have dried up, as a result of a significant decrease in the country's water reserves after four consecutive years of extreme drought³¹. In the Cunene region, surface water is salty, and it is estimated that drinking water is found at a depth of 250 metres.

These extreme climate events already have significant impacts on the main areas of the economy as well as adverse effects on the Angolan people and human and animal health.



2023-24 El Niño Drought

The impact of El Niño began in November 2023 and has continued into the first quarter of 2024, with high temperatures and below average rainfall reported. The El Niño Oscillation is a meteorological phenomenon in the Pacific Ocean that is accompanied by movements of air masses at a global level. A record mid-season dry spell has affected vast parts of the country. The evolving drought crisis is expected to continue to worsen already dire food insecurity levels, further driving malnutrition and spreading diseases like cholera. Reports indicate that the impact of these dry conditions in the country is likely to be long-lasting, with FEWS NET

³⁰ Adapted from UNEP/UNISDR (2013) and UNDP (2016)

³¹ United Nations Development Programme (UNDP)

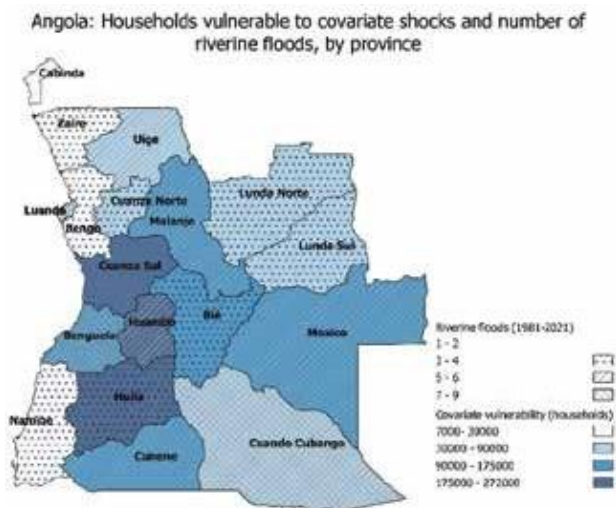
projections indicating the possibility of elevated needs for food assistance during the lean season in early 2025³². An estimated 1.0 to 1.5 million people in Angola will likely need humanitarian food assistance by January 2025, primarily in south and east Angola, which have experienced repeated droughts, particularly in the provinces of Cunene, Cuando Cubango, Moxico, and parts of Namibe and Huila.

Agricultural and livestock losses are estimated to be above USD 200 million based on the 2015 drought recorded losses. The majority of the people affected by the El Niño-induced drought live in rural areas and are heavily dependent on agriculture and livestock, with limited access to safe water and electricity, and long distances from health centres, schools and markets.

There are other factors that contribute to climatic variability in Angola. These factors have not yet been the object of in-depth studies, unlike El Niño

Floods

Heavy rainfall during the wet season can cause severe flooding, especially in the coastal plains and along rivers. Communities choose areas close to riverbeds, rich in natural resources, taking advantage of fishing activities and the fertility of the soil for farming. However, these areas are particularly sensitive in times of flooding, causing devastation to crops, loss of material goods and the proliferation of diseases. People living on the banks of the Zambezi and Cunene rivers and in the provinces of Cunene, Moxico and Cuando Cubango have been reporting an increase in the frequency of serious floods in recent years. In the cities of Luanda, Benguela and Namibe, floods are responsible for the destruction of houses and commercial buildings and the interruption of transport for long periods, also a consequence of the development of cities in areas at risk of flooding.



Tropical Cyclones

While less frequent than droughts and floods, tropical cyclones have been experienced in Angola especially along the coastal regions. Cyclones bring strong winds, heavy rains, and storm surges that can cause significant damage.

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Heatwaves

The dry season can bring extreme heatwaves, particularly in the interior regions. High temperatures can lead to health problems and agricultural stress.

Characterisation of the Project Areas

The characterisation of the reference situation presented is based on the analysis and description of the area covered by the project in question and is based on the survey and analysis of existing, available and systematised information on the various environmental aspects, obtained by consulting available data and documents.

Agriculture is the main economic activity for the four provinces and they are important agricultural regions for the country and, as such, funding for small farmers in the region would play an important role in unlocking opportunities for the agricultural sector in the region and supporting the country in its aim to diversify its economy, which can be done on the basis of oil resources.

3.4 Characterisation of Implementation Areas³³

Province	Municipalities	Bio-Physical Characteristics	Economic Activity and state of Agriculture
Bie 70,314km ²	Kuito, Andulo, Nharea, Cuemba, Cunhinga, Catabola, Camacupa, Chinguar, Chitembo Capital: Kuito Popn. 1,120,488	Bie Province, located in the central highlands of Angola, is a region characterized by rolling hills, vast plains, and a network of rivers. The province spans an area of approximately 70,000 square kilometers and is bordered by the provinces of Huambo, Cuanza Sul, Moxico, and Cuando Cubango. The topography of Bie is defined by its high altitude, averaging around 1,500 meters above sea level, resulting in a temperate climate with distinct wet and dry seasons. The rainy season runs from October to April, with the province receiving an average annual rainfall of 1,200 millimeters. During the dry season, from May to September, the climate is cool and dry, with clear skies and temperatures averaging between 15°C and 25°C.	- Considered well situated for rice production - Produces 19.3% of the countries oilseed and legumes (second highest in country) and fourth highest producer of roots and tubers - Also a key producer of soybean and potato - During the rainy season has four main production categories: - • SC-1, characterized by monocultures of corn; - • SC-2, characterized by the association of maize with beans or potato; - • SC-3, characterized by the association of corn/beans over a tuber (cassava, potato, sweet potato, yam); - • SC-4, characterized by the association of corn/potato with one or more different species (cabbage, cauliflower, okra, squash, ground nuts, etc.). - Under irrigated systems (for those that manage to cultivate during dry season), there are two systems: - • SC-5, characterized by cabbage and onion as main crops, with one or more secondary vegetable species (tomato, carrot, chili, garlic, etc.), - • SC-6, characterized by potatoes and carrots as primary cultures, with one or more secondary species vegetables (tomato, cabbage, peppers, onions, garlic, etc.)

³³ MINEA (2021)

<u>Cuando Cubango</u> 199,049km²	Menongue, Cuito, Cuanavale, Cuchi, Cuangar, Longa, Mavinga, Calai, Dirico, Rivungo <i>Capital:</i> Menongue Popn: 305,436	Cuando Cubango is the largest province in Angola, spanning a vast area of approximately 199,058 square kilometers. It is characterized by a diverse landscape, encompassing vast savannas, dense forests, and stretches of the Cuando Cubango River. The province is sparsely populated, with a population density of around 2.3 people per square kilometer. Most of the population is concentrated in rural areas, primarily engaged in subsistence agriculture and livestock farming. The province is home to several ethnic groups, including the Kwangali, Mbunda, Luchazi, and Chokwe with distinct cultural traditions and languages. The climate of Cuando Cubango is classified as tropical semi-arid, characterized by distinct wet and dry seasons. The province experiences a prolonged dry season from April to October, with low rainfall and high temperatures. The wet season, from November to March, is characterized by heavy rainfall and higher humidity. The average annual rainfall in the province ranges from 600 to 900mm, with significant variations across different areas. The vegetation patterns of Cuando Cubango Province are directly influenced by the climate, particularly the rainfall distribution. The dominant vegetation type is savanna woodland. The province has limited road infrastructure, making it difficult to transport goods and people to and from other regions.	- Main economic activities in Cuando Cubango province are mainly focused on agriculture, with a focus on the cultivation of food crops (maize, cassava, sorghum, millet and sorghum) and cash crops (mainly cotton and tobacco). - Main threats to biodiversity are poaching and anarchic fires. Other environmental problems observed in the province are the occupation of drainage ditches, riverbeds and erosion zones, the disposal of waste in vacant lots which compromises the soil, lack of sanitary sewage and untreated sewage dumping in riverside areas - According to the Angolan National External Plan 2018, the region has great tourism potential, given the presence of natural parks (Mavinga and Luiana National Parks), mining of diamonds, gold, iron ore, steel and copper - Mainly cultivated are Sorghum, Millet and Corn. There is some small-scale horticulture³⁴.
<u>Lunda North</u>	Tchitato, Cambulo, Chitato, Cuilo,	Lunda Norte Province occupies a vast expanse in northeastern Angola, bordering the Democratic Republic of Congo to the north and the provinces	Climate: tropical savanna climate, characterized by a distinct wet and dry season.

103,000 km ²	Caungula, Cuango, Lubalo, CapendaCamule mba, Shah Muteba Capital: Lucapa	of Lunda Sul and Malanje to the south. Its landscape is characterized by rolling hills, dense forests, and a network of rivers, including the Cuango River that traverses the province. The province is home to several national parks, including the Luengue-Luiana National Park, a haven for diverse wildlife, including elephants, lions, leopards, and a variety of bird species.	Agriculture plays a significant role in the economy of Lunda Norte Province, providing employment and contributing to food security. The province's fertile soils and favourable climate support the cultivation of a variety of crops, including cassava, maize, beans, and peanuts. Livestock farming, particularly cattle and goats, is also prevalent in the province. Traditional agricultural practices are prevalent, with many farmers relying on rain-fed agriculture, but the government has implemented programs to encourage sustainable agricultural practices and improve productivity.
<u>Lunda Sul</u> 77,636 km ²	Saurimo, Dala, Muconda, Cacolo <i>Capital:</i> Saurimo Popn. 142,438	Lunda Sul province is bordered by the Democratic Republic of Congo to the north and east, and by other Angolan provinces to the south and west. It is in a transitional zone between the humid tropical climate of the Congo Basin and the drier savanna climate of the interior of Angola. The province experiences a distinct wet season from October to May, followed by a dry season from June to September. The climate is characterized by high temperatures throughout the year, with average temperatures ranging from 20 to 30°C. The rainy season brings abundant rainfall, averaging around 1,500mm per year, which contributes to the lush vegetation and abundant water resources in the region. During the dry season, temperatures can be quite high, and rainfall is scarce, leading to dry vegetation and increased risks of wildfires. The topography is characterized by a gently undulating plateau, with elevations ranging from 500 to 1,000 meters above sea level. The province is dissected by numerous rivers, including the Kasai, the Luena, and the Cuango, which flow towards the Atlantic	<i>Climate</i> – Humid Tropical - Mainly dry savannah land - Subsistence agriculture is most common, with main crops including cassava, maize, rice, ground nuts, sweet potatoes, yams, and fruit (pineapple, in particular) - Peanut production also common, along with livestock and fishing - In addition to agriculture and diamonds, also has large untapped potential in hydropower, arable land and marine resources

		Ocean. The presence of these rivers has created fertile valleys that are suitable for agriculture and provide important sources of water for the region. Lunda Sul is rich in mineral resources, particularly diamonds. The province is home to the world-renowned Lulo diamond mine, one of the largest and most productive diamond mines in the world. Nevertheless, the province has limited road infrastructure, making it difficult to transport goods and people to and from other regions.	
<u>Moxico</u> 223,023 km²	<i>Moxico, Camanongue, Léua, Cameia, Luau, Lucano, Alto Zambeze, Luchazes, Bundas</i> <i>Capital: Luena</i> Popn. 442,483	Moxico province is characterized by a diverse topography, encompassing vast plains, rolling hills, and rugged mountains. The province is particularly known for its abundant mineral reserves, including diamonds, copper, cobalt, and manganese. Its landscape is predominantly flat to undulating, with elevations ranging from 800 to 1,500 meters above sea level. The dominant landforms are the extensive plateau known as the Lunda-Katanga Plateau, with the Luena River serving as a significant geographical feature, cutting through the plateau and forming a valley. The plateau is dissected by several rivers, including the Luena, the Cuango, and the Cuando, creating a mosaic of savannas, woodlands, and floodplains. Moxico experiences a tropical savanna climate with distinct wet and dry seasons. The wet season typically runs from October to April, characterized by heavy rainfall and high humidity. The dry season, from May to September, brings hot and sunny days with minimal rainfall. The temperature range throughout the year is relatively consistent, with average temperatures ranging from 20°C to 30°C.	<i>Climate: Tropical Altitude</i> - Highest poverty rate of the four provinces - Considered well situated for rice production - Second largest province in the country for timber production

4.0 Potential Environmental, Social and Climate Impacts

The potential activities for this project that have been used to develop this impact analysis include the following:

- Construction and/or rehabilitation of enabling infrastructures including water conservation structures
- Enhanced and intensified crop and livestock production
- Rehabilitation/upgrading/construction of last mile feeder roads
- Construction of aggregation, food processing and storage facilities for inputs and produce
- Improved transportation to the market
- Land clearance/deforestation to pave way for agricultural development

4.1 Positive Impacts

A total of 1,068,582 people in 222,621 households will benefit from the project providing an opportunity for a huge socio-economic impact in the selected areas in Angola. The project will target food insecure and subsistence farmers organised through associations and disadvantaged groups consisting of women, youth, women headed households affected by climate change.

The project will result in improved food production practices; minimized post-harvest losses; subsequent increase in food and nutritional security through diversified food supplies; improved household and community incomes hence improved living standards; improved transport infrastructure and marketing as well as storage facilities; increased employment opportunities both directly and indirectly by people employed during the development works as well as those who will be employed in agro processing, marketing, sale of farm inputs, etc.; improved agricultural production skills through FFS and enhanced extension services; enhanced environmental management skills through capacity building of staff involved in the project; and, improved water infrastructure.

- The project will overall implement package tailored training to enhance production, entrepreneurial and business skills, financial literacy, climate change adaptation, leadership and digital skills. Business and entrepreneurial skills for developing of non-farm activities such as apiculture, aquaculture, inputs, transportation

The project is systematically geared towards engaging women and youth (as they appear in the various vulnerable groups mentioned above) without applying any gender discrimination mechanisms. As such, the project will contribute to active gender equality and will not lead to unintended negative gender impacts, such as exclusion of women although mitigation measures are required in case such might happen. Gender perspectives have been integrated into project formulation in line with the Government of Angola National Gender Strategy in cognisance of the IFAD Gender Policy.

The design of SDELP includes review of climate change risks and proposal for adaptation measures. Risk management and adaptation options will be integrated into project implementation. The proposed project interventions are likely to

improve adaptation measures required in land and water management sub-sectors and infrastructure designs to secure and improve agricultural productivity against climate change impacts through enhancement of water management practices.

Outcome / Component	Activity	Positive Social Impacts	Positive Environmental Impacts
Component 1: Drought Resilient Crop-Livestock Farming and Pastoral Systems	Subcomponent 1.1: Community drought preparedness and resilience	- Promotion of technological change for smallholder production systems to improved production and productivity of target crop and livestock commodities by introducing i. multipurpose water infrastructure and rehabilitation of irrigation schemes ii. Promotion of renewable energy sources for powering water acquisition iii. Drought resistant crops and animal breed	- Addresses production-related constraints of target crops and create access to improved seed and soil fertility/health management including upscaling soil fertility technologies
	Subcomponent 1.2: Pastoral/Farmer fields schools for increased production, resilience and nutrition	- Farm and landscape productivity will be improved - Food security will be improved through better crop yields and managed agricultural resource base - Improve crop protection system including integrated pest management practices - Increase income of the local community, create job opportunity (employment opportunity) for landless community members - improved soil fertility and yields and reduced farmer's economic losses - Improve household level food production for	- Important habitats and biodiversity will be restored at the landscape level (This will imply the development of a baseline assessment for critical ecosystems) - Critical ecosystems will be rehabilitated, and ecosystem goods and services will be revitalized - Enhanced ecosystem service - Adaptive capacity of local communities will be improved by promoting climate smart agriculture - Increase crop diversification and agricultural practices will be improved - GHG emissions will be reduced and carbon sequestration will be increased

Outcome / Component	Activity	Positive Social Impacts	Positive Environmental Impacts
		- home consumption and marketing and improve production of forage and feed for livestock - Mainstream nutrition across the components to equip the PMU with adequate knowledge and skills to conduct relevant nutrition analyses, identify entry points along the food value chains, design targeted interventions for the most nutritionally vulnerable and - strengthen integration of gender, youth, environment, and climate in a food system perspective - Leverage the climate-gender-nutrition nexus and ensure women and youth adequately benefit from enhanced landscape restoration and management by exploring gendered specific activities including skill enhancement and promoting income-generating activities - Promote climate smart technologies such as the use of power saving devices and efficient technologies such as adoption of improved cook stoves - Community-led landscape rehabilitation and management of natural resources	- Improves environmental conditions through soil and water conservation measures by increasing vegetation cover - enhanced biodiversity conservation - The different soil and water conservation (SWC) practices help to hold soil in place during and after harvest of farm crops. This allows for ground moisture levels to remain stable , reduces soil degradation - Rehabilitation of degraded lands through reforestation, Farmer Managed Natural Regeneration
	Subcomponent 1.3: Investment in small-scale	Infrastructure development such as water supply for	

Outcome / Component	Activity	Positive Social Impacts	Positive Environmental Impacts
	water infrastructures.	irrigation (and for domestic purposes) - Increased targeted food commodities in the rural areas through the introduction of small irrigation - small scale irrigation sites improving value chains and facilitating service delivery to the rural poor by providing access to markets. - Construction of rural water supply projects to provide drinking water to the rural poor - Introduction of climate smart technologies such as fertilizer and pesticide inputs, mechanisation and the necessary information related to drought and climate change to the farmers	
Component 2: Improved Connectivity and Access to Markets	Subcomponent 2.1: Organisation of supply and linkage to markets.	- Construction of rural connecting roads improving access to markets and irrigation schemes - Implement package tailored training to enhance production, entrepreneurial and business skills, financial literacy, climate change adaptation, leadership and digital skills - Business and entrepreneurial skills for developing of non-farm activities such as apiculture, aquaculture, inputs, transportation	
	Subcomponent 2.2: Investments in public market	- Promotion of business-to-business linkages and investment in market infrastructure	

Outcome / Component	Activity	Positive Social Impacts	Positive Environmental Impacts
	access infrastructure.	such as storage facilities, market sheds and rural roads	

4.2 Negative Impacts

Making environmental, social and climate management a key tenet for this project is going to bring positive results. Environmental, climate and social screening helps in the identification of the main environmental and social challenges with the project area. As such, it helps in mainstreaming and addressing biophysical and social challenges faced in the project areas.

The negative impacts of the project must be addressed and proposed mitigation measures and enhancement mechanisms are outlined. Further details of mitigation measures of the negative environmental and social impacts will be elaborated in the Environmental, Social and Climate Management Plan (ESCMP) as well as in the site-specific environmental impact assessment reports. The overall goal is to ensure adherence to national laws and regulations governing environmental management in Angola and as per IFAD requirements to ensure long term environmental and social sustainability as well as climate resilience. Public education and awareness as well as sensitization to enhance long term sustainability of environmental conditions as well as environmental goods and services are important aspects of the mitigation plans.

Most of the activities will not cause negative environmental impacts because they are mainly environmentally friendly activities. The activities that will have outstanding negative impacts include: (1) construction of irrigation and water conservation infrastructures; (2) construction of market connectivity infrastructure/facilities including road network; and (3) agricultural land expansion.

Of concern are the most likely social challenges which include social exclusion of the most vulnerable groups which must be addressed through targeting strategy and ensure equitable benefit sharing.

Detailed analysis of the negative impacts is as follows:

4.2.1 Impacts Associated with Component I: Drought Resilient Crop-Livestock Farming and Pastoral System

Key Activity	Potential Impacts	Mitigation Measures
Construction and Rehabilitation of Irrigation schemes	Occupational Health Safety risks - Construction activities can result in a significant increase in the movement of heavy vehicles to transport construction materials and equipment, increasing the risk of accidents and injuries in traffic for workers and local communities - Rehabilitation and construction of infrastructure can generate waste, as well as dealing with hazardous materials. - Pollutants such as dust and noise could also have negative implications for the health of workers	- Promote safe work through Standard Operating Procedures, training and awareness raising - Prepare and require contractors to implement dam safety measures and actions during the project phases, as construction, supervision and quality assurance - Prepare and implement Operation and Maintenance Plan (O&MP) and Emergency Preparedness Plan (EPP). - Institute dust and noise suppression measures and noisy operations to be limited to certain times - Encourage and enforce the use of PPE - Supporting first-aid box and to provide minimal level of training; - Enlisting the names and numbers of village doctors in nearby community places/shops; - Encourage regular workplace cleaning
	Community Public Health There is risk of water-borne and / or water related diseases in the irrigation schemes including malaria, diarrhoeal diseases and respiratory infections. There is also risk of biohazards from wild beasts (snakes, scorpions, insects).	- Conduct community health awareness campaigns and disseminate preventative alternatives - Make use of straight or slightly curving lined canals or pipes to discourage vectors - Avoid stagnant or slowly moving water - Install gates at canal ends to allow complete flushing - Filling or draining of borrow pits along canals and roads - disease prophylaxis - Provision of potable water supplies and sanitation facilities

		- Provide protective equipment and/or medical supplies including disease prophylaxis
	Pollution, environmental disruption and health hazards from Diseases and pest control measures	- choose chemicals that are species-specific, short residence time (active period), and have low impact on other biological resources. - Promote protective measures for farm workers. - Ensure spraying methods and timing that minimize potential of water pollution. - Selection of disease-resistant livestock breed.
	Social Conflicts There are possible conflicts which may happen over inequalities regarding water distribution, input allocation and responsibility sharing among the farmers.	- Develop and monitor means that ensure equitable distribution among users and assure adherence.
	GBV-SEAH Increasing situations of GBV Sexual Violence, crime and other associated risks may occur during rehabilitation and construction of infrastructure.	
	Conversion of Natural Habitat - Significant conversions or degradation of natural or critical habitats are not expected, but the project comprises several infrastructure works that may interfere with natural habitat. - There is anticipated levels of increased clearing of vegetation, destruction and loss of biodiversity during the development phase of the project for construction works facilities and improvement of transportation networks. However, the anticipated destruction will not be massive because only small areas will be cleared for construction. - Expanding agricultural lands for production may interfere with areas of native vegetation.	- Conduct feasibility studies before construction - Critical habitats (wetlands, culturally protected areas, unique and special habitats), or any areas protected by law should be established and avoided - Site selection examining alternatives which minimize environmental effects should be effected. - Promote sustainable agriculture, forestry to minimise habitat loss and fragmentation. - Promote habitat restoration after construction activities to recover ecosystem services and biodiversity (planting more trees and other vegetation types)

	The location of the subprojects has not yet been defined and there is a possibility of a potential adverse impact on natural habitats. In this way, protected areas will be tracked in this ESCMF.	- where possible, the clearing of vegetation, particularly of indigenous trees be avoided as much as possible during construction, and the clearing needs to be carried out only where necessary - monitor impacts on biodiversity and promote biodiversity-friendly practices.
	Habitat Fragmentation Irrigation infrastructure, such as dams and canals can fragment habitats, isolating populations of plants and animals and reducing genetic diversity.	- Siting of project should aim to minimize loss or avoid encroachment on most sensitive or critical areas. - Facilitate rehabilitation of degraded areas to restore connectivity between fragments. - Create wildlife corridors for movement and plant native vegetation along edges to increase connectivity for wildlife. - Promote sustainable irrigation practices and water-efficient irrigation techniques to minimise impact on surrounding ecosystems
	Generation of solid and wastewater due to excavations during construction and processing of crops and livestock Construction works can lead to generation of solid wastes and debris which poses a danger to society and environmental pollution and general nuisance. Such wastes need to be managed.	- Put in place appropriate waste management mechanisms for solid wastes generated. - The solid wastes must be appropriately transported to an identified site for disposal. - Promote water management systems with capturing of wastewater and disposal to designated collection points - Educate and sensitize the workers on appropriate management measures for such wastes and that they must be responsible for their own environments. -
	Deterioration of soil fertility and physical characteristics Salinization - accumulation of salts in the soil, leading	- Promote efficient irrigation methods, such as drip irrigation, to minimize water waste and prevent salt accumulation.

	to decreased plant growth and water availability. The likely causes are; - improper irrigation techniques, such as excessive watering or inadequate drainage, - increased evaporation rates due to rising temperatures and - deforestation and other poor land management practices that alter natural drainage patterns.	- Implementing effective drainage systems can remove excess water and salts from the soil, reducing salinity levels. - Promote saline resistant crops -
	Soil Compaction The likely causes for soil compaction are; Heavy irrigation can lead to soil compaction, reducing drainage and aeration, which are essential for plant growth. Compacted soil can also lead to reduced water infiltration and increased runoff, further exacerbating water scarcity.	- Minimize use of heavy machinery and control their movements and other equipment and movements away from designated transportation and operational areas. - Avoid unnecessary vehicular and machinery movements as much as possible. - Reclaim and re-vegetate excavation sites once work is completed to reduce run off.
	Soil Nutrient Depletion Excessive irrigation can leach nutrients from the soil, reducing its fertility and requiring increased use of fertilizers. The causes include; - Continuous cropping without proper crop rotation and nutrient replenishment - Excessive use of synthetic fertilizers can disrupt soil microbial balance and lead to nutrient imbalances - Wind and water erosion carry away valuable topsoil, - Extreme weather events like droughts and floods can further exacerbate soil nutrient depletion This can contribute to environmental pollution and worsen the negative impacts of agriculture.	Practise crop rotation to help restore soil fertility by using plants with different nutrient requirements. Plant cover crops between cash crops to help improve soil health and reduce erosion. Practise composting organic waste to add nutrients and improve soil structure. Promote the use of compost, manure, and other organic fertilizers to help provide essential nutrients in a slow-release manner.

	Overexploitation of water for irrigation This can lead to a decrease in water availability for other uses, such as drinking water; depletion of groundwater impacting ecosystems and human communities that rely on them leading into conflicts over water resources and potential environmental damage.	- Water Conservation - Promote water-saving practices at household level, and at farm/garden level - Set limitations for withdrawal so that it does not exceed 'safe yields' (recharge rate) - Promote drip irrigation so that water is delivered directly to plant roots, minimizing water loss through evaporation and runoff. - Precision Agriculture where data and technology are used to tailor irrigation practices to specific needs of individual crops can further enhance water efficiency. - Implement a holistic approach to managing water resources (IWRM), considering all uses and stakeholders
	Reduced Water Quality Most irrigation schemes are going to be located close to rivers. Runoff from irrigated fields carry fertilizers, pesticides, and other pollutants into water bodies, thereby polluting water and harming aquatic life. Excessive fertilizer use can lead to nutrient runoff, causing algal blooms that deplete oxygen in water bodies. Pesticides can poison aquatic life and contaminate drinking water sources, posing health risks to humans and wildlife.	- Minimize soil disturbance to reduce erosion and nutrient runoff. - Grow cover crops to help prevent soil erosion, improve soil health, and reduce nutrient leaching. - Put buffer strips of vegetated areas along waterways to filter out pollutants before they reach water bodies. - Use efficient methods for fertilizer and pesticide application to minimize waste and reduce environmental impact. - Regular and appropriate education and public awareness in the use of chemicals and - Regular monitoring of water quality
	Changes in Water Flow Irrigation works and dam construction can alter natural water flow patterns, impacting downstream ecosystems and disrupting the balance of aquatic habitats. Other causes include; affected precipitation patterns because of climate	- Implement water conservation techniques and practices to reduce water consumption. - Promote sustainable land management practices like reforestation and agroforestry to enhance water infiltration and reduce runoff.

	change induced droughts and floods and deforestation which reduces water infiltration and increases runoff, altering river flows. Changing water flows causes water scarcity, flooding and ecosystem disruption.	- Put regulation measures for managing dam operations to ensure sustainable water releases and minimizing environmental impacts. - Mitigate climate change by reducing greenhouse gas emissions and mitigate its impacts on water flows. -
	Emission of greenhouse gases Generally, the project's contribution to GHG emission is low but mitigation measures need to be put in place to maintain and reduce the amount of carbon produced. Likely contributors of GHG emissions are; - Flooded fields associated with irrigation can release methane, a potent greenhouse gas, into the atmosphere. - Overuse of fertilizers, often associated with irrigation, can lead to the release of nitrous oxide, another powerful greenhouse gas, into the atmosphere. - Using fossil fuel to pump water for irrigation requires significant energy, often from fossil fuels, which contribute to greenhouse gas emissions.	- Promote healthy soil management e.g. through organic matter and cover cropping to improve water retention and reduce emissions - Promote intensive, afforestation, assisted restoration, regenerative agriculture practices and agro-forestry activities to sequester large amount of GHGs. - Promote drought tolerant crops and varieties that require less water, minimizing water use and emissions. - Implement water management strategies e.g. controlled drainage and alternate wetting and drying to optimize water use and reduce emissions
	Vulnerability of target populations and ecosystems to climate variability and hazards Target community and ecosystem are vulnerable to the impact of climate variability such as increased intensity of drought, dry spells and floods. There are high hazard risks such as flood, broken road infrastructure (bridges and culverts), extreme weather, wildfires and pest outbreaks.	- Provide downscaled drought and/or flood advisories to farmers including advising on flood proof infrastructure - Develop, resource, and disseminate a project specific disaster response plan. - Support financing of smallholder farmers with climate adaptation finances to reduce vulnerability. - Promote livelihood strategies and technologies adaptable to climate change (crop resistant to

		drought, saline and diversification of income sources) - Identifying high ground/ appropriate siting for infrastructure development to mitigate flood risks. - Introduce flexible and appropriate insurance packages in partnership with private sector.
Support with drought resistant crop variety seeds and crop production	Soil erosion (furrow, surface) The likely causes for erosion could be as follows; - Poor soil structure. Compacted or degraded soils are more susceptible to erosion due to reduced infiltration and water-holding capacity. - Lack of vegetation that helps protect soil from erosion by absorbing rainfall and anchoring the soil. - Burning destroys vegetation that holds soil together, increasing the risk of soil erosion - Steep slopes which increase the velocity of water flow, leading to greater erosive forces and - Heavy rainfall events that can overwhelm the soil's ability to absorb water, leading to runoff and erosion.	- Through FFS, promote good agricultural practices (GAPs) including; - Cultivating fields along the contour of the land reduces water flow and erosion (contour farming) - Proper design and layout of furrows or fields avoiding too steep a gradient (land levelling). - Planting different crops in alternating strips can slow down water flow and reduce erosion. - Promote sustainable land management practices e.g. reforestation and agroforestry - Design of terraces on hillside minimizing surface erosion hazard. - Minimizing tillage in helps maintain soil structure, enhancing its ability to absorb water and reduce runoff.
	Pollution, environmental disruption and health hazards from Diseases and pest control measures	- Choice of chemical that is species-specific, short residence time (active period), and has low impact on other biologic resources. - Protective measures for field workers. - Spraying methods and timing to minimize potential of water pollution. - Selection of disease-resistant crop varieties.
	Wildfires Main contributors to indiscriminate burning are; land clearing, hunting and unregulated brush control. Climate change, with its increasing temperatures and prolonged droughts, also exacerbates the risk of	- Raise awareness about fire safety and responsible land management to prevent human-caused forest fires. - Implement sustainable forest management practices, such as thinning and creating fire-

	forest burning. Wildfires destroy habitats, leading to loss of plant and animal species. They can also fragment ecosystems, increasing vulnerability to migration and/or extinction. Smoke from forest fires releases harmful pollutants into the atmosphere, affecting air quality and human health. It also contributes to climate change by trapping heat in the atmosphere. Burning destroys vegetation that holds soil together, increasing the risk of soil erosion. This can lead to landslides, sedimentation in waterways, and loss of fertile soil.	resistant zones, to reduce the risk of intense wildfires. - Implement well-planned and controlled burns to reduce fuel loads and create firebreaks, preventing the spread of large wildfires. -
	Other risks associated with Land expansion - The construction works for the sub-projects may affect some natural features, graves, antiques and relics in the project area. The excavations for the works will cause destruction of the natural features, antiques and relics. - There is a likelihood of existence of landmines in some areas. Landmines hinder agricultural activities, restrict access to resources and cause severe injuries and fatalities, particularly affecting civilians, children, and farmers	- Establish procedure for chance finds - Allow land expansion only to areas that have been certified landmine free in consultation with Government and NGOs that help with education and demining - Create public awareness of the dangers of landmines and risks of accidental detonations -
Support with drought resistant animal breed	Degradation of vegetation, land and forest resources This may be caused by overgrazing due to livestock intensification. Clearing of land for construction may also result in degradation.	- Where necessary, animal numbers should be limited to environmentally sustainable levels. - Control grazing periods on specific areas - Mix livestock species to maximize use of vegetation resource - Introduce reseeding and fodder production. - Where possible, promote Cut-and-carry (zero grazing) livestock feeding system

		-
	Soil Erosion Increased soil erosion due to clearing of vegetation and trampling. Degradation of vegetation and soil around water points. Increased siltation of surface waters.	- Restrict livestock access to unstable areas (e.g., steep slopes). - Institute soil erosion control measures (e.g., reforestation, reseeding of grasses, land preparation, terracing).
	Over tapping of groundwater. Lowering of water table and degradation of vegetation locally by drilling and use of boreholes.	- Develop many small capacity water sources. - Strategically place the water points. - Control the use of water points (animal numbers and time of year) - Closure of permanent water sources when temporary pools and streams are available. - Limitation of well capacity by choice of technologies (e.g., hand-Pumps or buckets instead of motor pumps).
	Pollution, environmental disruption and health hazards from Diseases and pest control measures	- Choice of chemical that is species-specific, short residence time (active period), and has low impact on other biologic resources. - Protective measures for field workers. - Spraying methods and timing to minimize potential of water pollution. - Selection of disease-resistant crop varieties.
	Procurement of goods and services There is possible risk of failure to consider environmental, social and climate impacts during resource extraction, design development, transportation, and storage. Impacts may include irreparable damage to the environment, increased carbon emission, contaminated air, toxic and hazardous waste polluting land and water, deterioration of community health and perpetuation of disadvantaged group's exploitation.	All sub-projects will be required to integrate ESC requirements as guided by national regulations and IFAD into the procurement process through: - Developing a framework for sustainable natural resource procurement to guide operations. - Supporting staff and suppliers through sustainable procurement training - Develop an evaluation criterion for service providers/suppliers that includes commitment to environmental sustainability, minimum

	Careful consideration should be made by the project at national, provincial/municipal and sub-project level to ensure that raw materials, goods and services are procured from sources with environmental, social and climate management procedures in place in theory and practice.	environmental standards that should be met (documented or project specific)

4.2.2 Impacts Associated with Component II: Improved Connectivity and Access to Markets

Key Activity	Potential Impacts	Mitigation Measures
Upgrading and expanding rural roads, fortifying small-scale bridge networks	Noise and Dust Pollution - Construction activities create significant noise and dust pollution, negatively impacting the quality of life for residents. This can lead to health problems, especially for vulnerable populations like children and the elderly	- Communicate project plans, timelines, and potential impacts to community members - Involve community members in the planning and decision-making process - Highlight the economic and social benefits of the project for the community - Utilize locally sourced and recycled materials to reduce transportation impacts. - Employ environmentally friendly techniques, such as low-emission equipment and dust control measures
Cooperatives strengthened through entrepreneurs hip skills development and	Low Participation (apathy) Farmers may not be aware of the benefits of cooperative models, leading to low participation and adoption. Limited and inconsistent information may discourage some communities to participate especially those in the most remote areas.	

commercial partnerships facilitation Aggregation and storage facilities equipped with climate-resilient technologies Establishment of small-scale on-farm and off-farm processing units Improving transport solutions for Market Access (storage trucks, tricycles, and motorbikes)	Disputes over exclusion and inequitable access and use of project benefits - Possible conflicts may arise over selection of beneficiaries, and inadequate identification of beneficiaries. Where there is no clear selection criteria of project beneficiary areas and communities, conflict may arise. - Failure to recognise/appreciate local community definitions (explicit and implicit) of vulnerability is likely to create conflict with and among community members as well as perpetuating gender inequalities. - Elite Capture, nepotism and clientelism Operation and Maintenance - Lack of proper maintenance and repair facilities can lead to equipment downtime, disrupting farming operations. - Coordination of equipment use among multiple farmers can be challenging, leading to conflicts and delays - Farmers may lack the technical skills needed to operate and maintain the equipment, hindering efficiency and productivity - Fluctuations in commodity prices and unpredictable weather patterns can significantly impact farm incomes. Farmers may lack the entrepreneurial skills necessary to navigate market complexities and innovate	- Utilize community structures and local traditional administration to mobilize minority groups to participate in meetings and consultations. - Ensure equal participation and involvement of all members in decision-making processes to foster a sense of ownership and responsibility. - Establish clear membership criteria, rights, and responsibilities to ensure equitable access and decision-making - Implement systems for rotating equipment usage among members based on factors like crop type or farm size - Develop transparent guidelines for prioritizing equipment access based on urgency, crop seasonality, or other relevant factors - Ensure equal participation and involvement of all members in decision-making processes to foster a sense of ownership and responsibility. - Establish clear conflict resolution procedures to help address disagreements and maintain harmonious relationships among members. - Implement transparent accounting practices and clear communication regarding equipment usage and costs build trust and accountability. - Facilitate regular meetings to instil a sense of community and encourage collaboration, promoting the shared success of the cooperative.

4.2.3 Impacts Associated with Component III: Institutional Strengthening

Analysis

Key Activity	Impacted Feature	Potential Impacts
Enhanced Institutional Capacity, organizational development, policy formulation and advocacy and stakeholder engagement, for project implementation	Limited Stakeholder Participation The level of participation of all relevant stakeholders during project planning and designing is of paramount importance as a buy in process. Causes for poor stakeholder participation include; - Poor engagement mechanism - Weak coordination of activities - Unclear roles and responsibilities - Inadequate information and full disclosure - Lack of proper plan of action with timelines Poor stakeholder participation will result in the lack of ownership of the project by the locals, poor participation in project implementation and low chances of sustainability of the project. Locals may not fully cooperate with the project preparation team and not disclosing all the relevant information during consultations.	- Make use of Stakeholder Engagement Plan and GRM to guide on proper stakeholder engagement. - Conduct a continuous but intensive Stakeholder identification process. - Conduct effective inception meetings at all levels introducing the purpose, nature, scale, duration, operational modalities, institutional arrangements, targeting, roles and responsibilities and benefits of the project. - Sign result-based MoU/agreements/contracts - - Regularly update stakeholders on project progress, discussing any obstacles or changes that arise to manage expectations. - Handle grievances, misunderstandings or expectations timeously. -

4.2.4 Cross-cutting Negative Impacts

a) Change in Context (socio-political and extreme weather events)

There is a likelihood of unpredicted external risks (such as extreme weather events and/or political changes). These may result in project disturbances, stoppage or may escalate social unrest leading to displacement of communities. Floods for example may result in the project failing to access project beneficiaries. There may be sudden national change of focus from development to humanitarian thereby derailing SDELP implementation.

Mitigation:

- Develop a comprehensive Disaster Risk Reduction and Management/contingency Plan
- Use a tailored implementation approach to areas at high risk
- Base all interventions on the vulnerability assessment recommendations for each area

b) Poor Labour conditions including Child Labour

Many workers face unsafe working conditions, including exposure to hazardous chemicals and lack of adequate safety equipment, putting their health and lives at risk. Agriculture is one of the sectors offering low wages and inadequate access to essential benefits such as healthcare. This creates a cycle of poverty and limits their overall well-being.

Mitigation:

There is need to enhance labor laws to ensure fair wages, safe working conditions, and comprehensive benefits for workers, coupled with effective enforcement mechanisms.

- In its SECAP requirements, IFAD ensures that all people working on IFAD funded projects are treated fairly and equitably. It will be ensured that all people recruited to work on the projects are recruited in an open and transparent manner without any biases, including gender biases.
- It will be ensured that all employees are given contracts that clearly state the terms and conditions of work to minimise any chances of biases.
- All workers will be provided with the right and appropriate personal protective equipment to safeguard them against possible preventable harm while the work environment will be made safe and secure.
- In order to prevent child labour, it is a requirement that all people to be employed must have identity cards to show that they are above 18 years of age.
- The realisation of child labour or forced labour will lead to immediate suspension of project activities funded by or through IFAD.
- regular supervision missions while the projects are reported regularly.
- Each project will have a grievances redress system (GRM) that will ensure that workers with grievances are addressed.

c) Potential social/gender Inequality

Traditional gender roles and social norms in most parts of the country often restrict

women's participation in agricultural decision-making and limit their access to education and training. The project also need to take note that climate change exacerbates existing vulnerabilities, with women farmers being disproportionately affected by droughts, dry spells, floods, among other extreme weather events.

Mitigation:

- Assess and facilitate participation of women at various stages of the value chains as compared to the production node only.
- Strengthening legal frameworks that promote gender equality in land ownership, inheritance, and access to resources is crucial to create a level playing field for women farmers
- Encouraging women's participation in agricultural organizations, cooperatives, and decision-making bodies can amplify their voices and influence policy changes
- Tailoring agricultural extension services to address women's specific needs and priorities can enhance knowledge transfer and support their farming practices.
- Investing in climate-smart agriculture initiatives that empower women farmers to adapt to changing climate conditions and build resilience is essential.

d) Low Nutritional uptake

Four out of every ten children under five years old suffer from chronic malnutrition in Angola. The total number of people suffering from food insecurity, appears to be increasing for the past 5 years in Angola due to recurrent droughts and floods. The chances of low nutritional uptake are high which could have a negative impact on the project's outcome on nutrition.

Mitigation

- Nutrition promotion including awareness campaigns
- There is need for a multi-stakeholder dialogue and action with related institutions such as health, education, environment, youth, women and social affairs to ensure adequate monitoring and support

e) Child Labour

The increase of extreme climate and weather events has increased the number of vulnerable children who have had no option but to take up adult role to look for viable livelihood activities as compared to going to school. This phenomenon is more apparent in the southern provinces. The project does not target children as beneficiaries, but the surge in economic activities by the project may create opportunities. There is strong incentive for children to engage in age-inappropriate or hazardous work.

Mitigation:

- Project implementers should be aware that children under the age of 15 years will not be employed and young workers below 18 years shall not perform work that is likely to jeopardize their health or safety.
- Child labour should be monitored in each project implementation area and when it takes place, a socioeconomic analysis of its cause should be conducted after taking the legal measures.
- Child protection laws should be disclosed to prevent the use of child labour in project activities and a surveillance and control system.

e) Gender Based Violence (GBV) and SEAH

The proposed project envisages increase in agricultural activities on and off production area, such as purchase and sale of inputs and products, and hence enhanced mobility of both women and men. Higher mobility exposes women to more risks of GBV, including sexual exploitation and abuse. Women are responsible for household chores and caregiving, which require more time and energy. Women may also face opposition of their husbands and other male family members in their wish to participate in this project and in some households, the situation may escalate to violence. Female beneficiaries may be asked for sex or related favours in exchange for participation in the project or for obtaining agricultural inputs etc.

Mitigation:

- Set up a specific GBV and SEAH GRM for the project and implement GBV-SEAH protocol.
- Conduct awareness campaigns, and
- Codes of Conduct, including those on sexual exploitation and abuse
- Provide safe reporting mechanisms and support services with the help from department of law enforcement.

f) Transmission of HIV/AIDS and other communicable diseases

HIV/AIDS remains a major challenge where there are increased human interactions. The proposed project is likely to star up economic activities hence increasing social activities and human interactions. As such the prevalence of HIV/AIDS in the area could increase due to free-flow and high influx of people particularly during the construction and operation phase of the project. The influx of people into the project areas may result in increased infections of diseases, particularly HIV/AIDS and some communicable diseases. During project implementation activities such trade and employment are also likely to increase hence increased interactions consequently leading to increased infections.

Mitigation:

Challenges due to infections could be addressed through:

- Enhancing education and sensitization of workers and the local communities on the dangers and prevalence of diseases
- Regular sensitization campaigns and monitoring of the spread diseases
- Development of brochures and other materials that will convey information about diseases and infections.
- Regular provision of adequate prevention measures such as condoms
- Regular counselling and testing
- Provision of drugs such as anti-retroviral drugs (ARVs)

4.2.5 Risk Prioritisation

All risks are not equal. When risks are too many, it may be necessary to prioritise the different risks to develop an appropriate mitigation strategy including resource allocation. By grading the risk event's likelihood and impact, the risk matrix provides a quick snapshot of the risk landscape. A risk matrix was used to prioritise risks by their likelihood of occurrence and the potential impact on the environment, population and climate. The risk score increases as the probability of occurrence and severity of impact increase; a higher score implies a higher probability of occurrence and severity of impact and therefore the need for austerity measures to mitigate. Sub-projects may use other risk prioritisation

tools at their disposal.

		Probability of Occurrence				
		Common			Unlikely	
Severity of Impact	Severe	25 Severe threat Common occurrence	24 Severe Threat Known to occur	22 Severe Threat Could occur	19 Severe Threat Not expected to occur	15 Severe Threat Extremely unlikely to occur
		23 Major impact Common occurrence	21 Major Impact Known to occur	18 Major Impact Could occur	14 Major Impact Not expected to occur	10 Major Impact Extremely unlikely to occur
		20 Moderate impact Common occurrence	17 Moderate impact Known to occur	13 Moderate Impact Could occur	9 Moderate Impact Not expected to occur	6 Moderate Impact Extremely unlikely to occur
		16 Minor impact Common occurrence	12 Minor Impact Known to occur	8 Minor Impact Could occur	5 Minor Impact Not expected to occur	3 Minor Impact Extremely unlikely to occur
	Insignificant	11 Insignificant impact Common occurrence	7 Insignificant Impact Known to occur	4 Insignificant Impact Could occur	2 Insignificant Impact Not expected to occur	1 Insignificant Impact Extremely unlikely to occur

Figure 8: Risk Matrix adapted from Worldwide Fund for Nature

Assigning Risk Score

No.	Potential Risk/Impact	Risk Score
1	Vulnerability of target populations and ecosystems to climate variability and hazards	25
2	Emission of greenhouse gases	24
3	Degradation of vegetation, land and forest resources	24
4	Change in Context (socio-political and extreme weather events)	24
5	Wildfires	23
6	Pollution, environmental disruption and health hazards	22
7	Gender Based Violence (GBV) and SEAH	22
8	Conversion of Natural Habitat and Habitat Fragmentation	22
9	Potential social/gender Inequality	21
10	Low Nutritional uptake	21
11	Reduced Water Quality and changed Water Flows	19
12	Occupational Health Safety risks	18
14	Generation of solid and wastewater due to excavations during construction and agro processing	18
15	Deterioration of soil health, soil compaction and erosion	18
16	Pollution, environmental disruption and health hazards	18
17	Poor Operation and Maintenance	18
18	Limited Stakeholder Participation	18
19	Employment and Poor Labour conditions and Child Labour	18
20	Disputes over exclusion and inequitable access and use of	17

	project benefits	
21	Disturbance of natural heritage, landmines)	15
23	Overexploitation of water for irrigation (Over tapping of groundwater)	14
24	Procurement of goods and services from Suppliers not compliant with SECAP	14
26	Noise and Dust Pollution	13

4.3 Environmental, Social and Climate Management Plan (ESCMP)

The purpose of the Environmental and Social Management Plan (ESCMP) is to identify environmental, social and climate impacts/enhancements, mitigation measures to be undertaken and the institutional responsibilities for: (i) the identification of environmental and social impacts; (ii) the preparation and implementation of mitigation measures; (iii) monitoring the implementation of the mitigation measures; and (iv) capacity building to ensure the afore-mentioned responsibilities will be carried out effectively.

The following are the mitigation measures for the identified impacts above:

This ESCMP will be further revised (as may be necessary) for the specific sub-projects, municipalities, and communities with the aim to:

- Identify and summarise all anticipated significant adverse environmental, social and climate impacts.
- Provide time-bound specific recommendations for avoiding adverse impacts, and where avoidance is not possible, for reducing, mitigating, and managing those impacts for all project activities. It describes each mitigation measure (with technical details), including the type of impact to which it relates and the conditions under which it is required (e.g. continuously or in the event of contingencies), together with designs, equipment descriptions, and operating procedures, as appropriate.
- Further identify project activities that cannot take place until certain standards, requirements and mitigation measures are in place and carried out (complimenting and updating what has already been identified in this ESCMP).
- Estimates any potential environmental, social and climate impacts of mitigation measures and any residual impacts following mitigation.
- Recommend site-specific management plans, as necessary clearly outlining the management objectives, potential impacts, control activities and the performance criteria against which projects will be evaluated. Recommendations will be adopted and integrated into the project activities, monitoring and reporting framework and budget.
- Recommend capacity development and training requirements.
- Define roles and responsibilities for the implementation of mitigation measures.
- Provide implementation schedule, cost estimates and funding sources.

The mitigation measures can be grouped in two categories as follows:

- Standard mitigation measures that are applicable throughout the project.
- Specific mitigation measures to be applied at specific locations or a specific component of the environment and affected community in the project.

The ESCMP should include both types of mitigation measures to eliminate if possible or reduce the residual impacts of the project to acceptable levels if elimination of the impact is not possible.

ESCMP Matrix

Environmental, Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase ³⁵	Means of Verification/ Indicators	Frequency of Verification	Cost Estimate
ENVIRONMENTAL RISKS AND IMPACTS						
Degradation of forest resources and vegetation due to construction and overgrazing	Discourage cutting of mature trees by awareness raising Ensure protection of buffer zones along rivers by awareness raising Promote agroforestry through technical training Promote afforestation, reforestation and agroforestry in public forests and on farmlands Where necessary, animal numbers should be limited to environmentally sustainable levels. Control grazing periods on specific areas Mix livestock species to maximize use of vegetation resource Introduce reseeding and fodder production. Where possible, promote Cut-and-carry (zero grazing) livestock feeding system	Stakeholder engagements in meetings and field visits training of Farmers and extension workers	PMU +MINAMB experts + IDA/EDA Local extension workers + service providers	Inspection, visual observations, pictures, geo mapping	Quarterly	Project implementation costs
Rampant Wildfires	Raise awareness about fire safety and responsible land management to prevent human-caused forest fires. Implement sustainable forest management practices, such as thinning and creating fire-resistant zones, to reduce the risk of intense wildfires. Implement well-planned and controlled burns to reduce fuel loads and create firebreaks, preventing the spread of large wildfires.	Stakeholder Engagement Awareness raising sessions	PMU + MINAMB + Local Communities	No. of wildfires reported per area	Monthly for the first 2 years and quarterly thereafter	Project implementation costs
Deterioration of soil health and nutrient depletion	Promote efficient irrigation methods, such as drip irrigation, to minimize water waste and prevent salt accumulation. Implementing effective drainage systems can remove excess water and salts from the soil, reducing salinity levels. Promote saline resistant crops	Stakeholder engagements in FFS training and field visits	PMU + IDA/EDA + local extension workers+ FFS	Geo maps, observation, pictures, inspection	Quarterly	Project implementation costs

³⁵ The overall implementation of this ESCMF lies with the PMU under the guidance of MINAGRIF as the responsible ministry, through IDA as the implementing agency and with technical assistance from EDA whose staff are on the ground at municipality and commune level. MINAMB is the custodian and superintendent of the ESCMF according to the national regulation.

Environmental, Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase ³⁵	Means of Verification/ Indicators	Frequency of Verification	Cost Estimate
	Practise crop rotation and crop diversification to help restore soil fertility by using plants with different nutrient requirements. Encourage plantation of leguminous varieties for nitrogen fixation Practise composting organic waste to add nutrients and improve soil structure. Promote the use of compost, manure, and other organic fertilizers to help provide essential nutrients in a slow-release manner.					
Soil compaction	Minimize use of heavy machinery and control their movements and other equipment and movements away from designated transportation and operational areas. Avoid unnecessary vehicular and machinery movements as much as possible. Reclaim and re-vegetate excavation sites once work is completed to reduce run off.	Stakeholder engagements in FFS training and field visits	PMU + IDA/EDA + local extension workers+ FFS	Geo maps, observation, pictures, inspection	Quarterly	Project implementation costs
Soil erosion	Through FFS, promote good agricultural practices (GAPs) including; Cultivating fields along the contour of the land reduces water flow and erosion (contour farming) Proper design and layout of furrows or fields avoiding too steep a gradient (land levelling). Plant cover crops between cash crops to help improve soil health and reduce erosion. Planting different crops in alternating strips can slow down water flow and reduce erosion. Promote sustainable land management practices e.g. reforestation and agroforestry Design of terraces on hillside minimizing surface erosion hazard. Minimizing tillage in helps maintain soil structure, enhancing its ability to absorb water and reduce runoff	Stakeholder engagements in FFS training and field visits	PMU + IDA/EDA + local extension workers+ FFS	Geo maps, observation, pictures, inspection	Quarterly	Project implementation costs
Conversion of Natural Habitat and	Conduct feasibility studies before construction Critical habitats (wetlands, culturally protected areas, unique and special habitats), or any areas protected by law should be established and avoided Site selection examining alternatives which minimize environmental effects should be effected. Promote sustainable agriculture, forestry to minimise habitat loss and	Stakeholder engagements in meetings and field visits training of Farmers and	PMU +MINAMB experts + IDA/EDA Local extension workers + service	Geo maps, observation, pictures, inspection	Annually	

Environmental, Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase ³⁵	Means of Verification/ Indicators	Frequency of Verification	Cost Estimate
	fragmentation. Promote habitat restoration after construction activities to recover ecosystem services and biodiversity (planting more trees and other vegetation types) where possible, the clearing of vegetation, particularly of indigenous trees be avoided as much as possible during construction, and the clearing needs to be carried out only where necessary monitor impacts on biodiversity and promote biodiversity-friendly practices.	extension workers	providers			
Habitat Fragmentation	Siting of project should aim to minimize loss or avoid encroachment on most sensitive or critical areas. Facilitate rehabilitation of degraded areas to restore connectivity between fragments. Create wildlife corridors for movement and plant native vegetation along edges to increase connectivity for wildlife. Promote sustainable irrigation practices and water-efficient irrigation techniques to minimise impact on surrounding ecosystems	Stakeholder engagements in meetings and field visits training of Farmers and extension workers	PMU + MINAMB experts + IDA/EDA Local extension workers + service providers	Geo maps, observation, pictures, inspection	Annually	
Reduced Water Quality and changed Water Flows	Maintain safe distance (30 feet) between latrine and water sources Maintain safe distance between livestock sheds and kitchen Promote hygienic practices; including hand washing Take corrective action when water contamination established	Project Coordination, Province, Municipal, Environment Departments	PMU + MINEA + IDA/EDA experts + Extension workers + service provider	Change in chemical and biological water quality No/ reported pollution events	Bi-annually Annually	Project implementation costs
Generation of solid and wastewater due to excavations during construction and agro processing	Avoid and minimize use of hazardous materials Ensure adequate waste management mechanisms for both solid and liquid waste - The solid wastes must be appropriately transported to an identified site for disposal. - Promote water management systems with capturing of wastewater and disposal to designated collection points Educate and sensitize the workers on appropriate management measures for such wastes and that they must be responsible for their own environments	Stakeholder engagements during meetings with service providers and field visits	PMU + Service Providers	Change in chemical and biological water quality No. reported pollution events	Quarterly	Project implementation costs

Environmental, Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase ³⁵	Means of Verification/ Indicators	Frequency of Verification	Cost Estimate
Construction risks of spills (oil, lubricants), dust, noise, waste Noise and Dust Pollution	Communicate project plans, timelines, and potential impacts to community members Involve community members in the planning and decision-making process Highlight the economic and social benefits of the project for the community Utilize locally sourced and recycled materials to reduce transportation impacts. Employ environmentally friendly techniques, such as low-emission equipment and dust control measures	Stakeholder engagements during meetings with service providers and field visits	PMU + Service Providers	Physical inspection of changes on the construction areas	Daily during construction	Project implementation costs
Increased competition over natural resources	Promote adoption of drip irrigation or other precision irrigation techniques such as porous pipes. Promote rainwater harvesting systems Promote solar systems	Community based management training Stakeholder engagements in meetings and field visits	PMU + MINAGRIF + MINAMB + Extension workers	Size of area and species affected	Annually	Project implementation costs
Overexploitation of water for irrigation	Water Conservation - Promote water-saving practices at household level, and at farm/garden level Set limitations for withdrawal so that it does not exceed 'safe yields' (recharge rate) Promote drip irrigation so that water is delivered directly to plant roots, minimizing water loss through evaporation and runoff. Precision Agriculture where data and technology are used to tailor irrigation practices to specific needs of individual crops can further enhance water efficiency. Implement a holistic approach to managing water resources (IWRM ³⁶), considering all uses and stakeholders	Sustainable water resources management training For FFS and Extension workers	P PMU + MINEA + IDA/EDA experts + Extension workers + FFS	Measurement of recharge rate against daily required quantities Physical inspection of water levels each season	Quarterly	Project implementation costs
Monoculture and loss of biodiversity	Encourage the use of local/indigenous varieties Promote crop rotation Protect forests and wetlands that are critical habitats for endangered species	Stakeholder engagements in meetings	PMU + IDA/EDA + local extension workers+	Number of species lost	Annually	Project implementation costs

³⁶ Integrated Water Resources Management

Environmental, Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase ³⁵	Means of Verification/ Indicators	Frequency of Verification	Cost Estimate
	Prohibit introduction of exotic species	and field visits	service provider + FFS			
Pest infestation and diseases	Better surveillance, monitoring and control of crop diseases and pests Promote compliance with GGAP Promote Integrated pest management (IPM); Promote use of varieties tolerant to pest infestation; Promote crop diversification; Promote use of pheromone trap;	Stakeholder engagements in meetings and field visits	PMU + IDA/EDA + local extension workers+ service provider + FFS	Inspection Training and sensitisation records IPM plan produced and implemented	Quarterly	Project implementation costs
Pollution, environmental disruption and health hazards from diseases and pest control measures	Adequate siting of micro-enterprises outside residential and commercial areas; Minimal application of chemicals and other hazardous materials Promote water management systems with capturing of wastewater and disposal to designated collection points Segregation of solid waste, avoidance and monitoring of banned/hazardous substances, Promote renewable energy technologies Choice of chemical that is species-specific, short residence time (active period), and has low impact on other biologic resources. Protective measures for field workers. Spraying methods and timing to minimize potential of water pollution. Selection of disease-resistant crop varieties	Stakeholder engagements during meetings and field visits	PMU + IDA/EDA + local extension workers+ service provider + FFS	Record of awareness creation activities No. of procurement activities embedding environment and social safeguards	Annual	Project implementation costs
Disturbance of natural heritage, landmines)	Establish procedure for chance finds Allow land expansion only to areas that have been certified landmine free in consultation with Government and NGOs that help with education and demining Create public awareness of the dangers of landmines and risks of accidental detonations	Stakeholder Engagement	PMU + IDA/EDA + Local Leadership	No of chance findings	As and when necessary	Project implementation costs
SOCIAL RISKS RELATED RISKS AND IMPACTS						

Environmental, Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase ³⁵	Means of Verification/ Indicators	Frequency of Verification	Cost Estimate
Change in Context (Socio-political unrest)	Develop a compressive Disaster Risk Reduction and Management/contingency Plan Use a tailored implementation approach to areas at high risk Base all interventions on the vulnerability assessment recommendations for each project area	Stakeholder Engagements Participatory DRR planning	PMU + MINAGRIF + IFAD	National or provincial reports on current affairs	Annually	
Limited Stakeholder Participation	Make use of Stakeholder Engagement Plan and GRM to guide on proper stakeholder engagement. Conduct a continuous but intensive Stakeholder identification process. Conduct effective inception meetings at all levels introducing the purpose, nature, scale, duration, operational modalities, institutional arrangements, targeting, roles and responsibilities and benefits of the project. Sign result-based MoUs or agreements/contracts Regularly update stakeholders on project progress, discussing any obstacles or changes that arise to manage expectations. Handle grievances, misunderstandings or expectations timeously	Stakeholder engagements in meetings, workshops, training sessions and written communication	PMU + MINAGRIF + IDA	No. of stakeholders engaged at national, provincial, Municipality, commune and local levels	Monthly between inception and implementation, Quarterly thereafter	Project implementation costs
Procurement of goods and services from Suppliers not compliant with SECAP	Ensure Fair labour treatment inline with national laws and IFAD standards - Ensure that all people recruited to work on the projects are recruited in an open and transparent manner without any biases, including gender biases. - It will be ensured that all employees are given contracts that clearly state the terms and conditions of work to minimise any chances of biases. - All workers will be provided with the right and appropriate personal protective equipment to safeguard them against possible preventable harm while the work environment will be made safe and secure. - To prevent child labour, it is a requirement that all people to be employed must have identity cards to show that they are above 18 years of age. - The realisation of child labour or forced labour will lead to immediate suspension of project activities funded by or through IFAD. - regular supervision missions while the projects are reported regularly. Each project will have a grievances redress system (GRM) that will ensure that workers with grievances are addressed.	Stakeholder engagements in meetings and field visits	PMU, MINAGRIF	No of procurement documents embedding SECAP	Quarterly	Project implementation costs

Environmental, Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase ³⁵	Means of Verification/ Indicators	Frequency of Verification	Cost Estimate
Disputes over exclusion and inequitable access and use of project benefits	Utilize community structures and local traditional administration to mobilize minority groups to participate in meetings and consultations. Ensure equal participation and involvement of all members in decision-making processes to foster a sense of ownership and responsibility. Establish clear membership criteria, rights, and responsibilities to ensure equitable access and decision-making Implement systems for rotating equipment usage among members based on factors like crop type or farm size	Stakeholder engagements in meetings and field visits GRM hearing and feedback meetings	PMU + IDA/EDA + Extension Workers + Service provider + Local leadership	No. of reports on land disputes	As necessary	Project implementation costs
Occupational Health Safety Risks	Promote safe work through Standard Operating Procedures, training and awareness raising - Prepare and require contractors to implement dam safety measures and actions during the project phases, as construction, supervision and quality assurance - Prepare and implement Operation and Maintenance Plan (O&MP) and Emergency Preparedness Plan (EPP). Institute dust and noise suppression measures and noisy operations to be limited to certain times Encourage and enforce the use of PPE Supporting first-aid box and to provide minimal level of training; Enlisting the names and numbers of village doctors in nearby community places/shops; Encourage regular workplace cleaning	Training sessions with service providers and staff	PMU + IDA/EDA + service provider	Number of reported accidents	Annually	Project implementation costs
General poor working conditions	Ensure contractors adopt principles of decent work and the associated work programme in Lesotho Ensure grievance mechanisms are known and accessible to workers Promotion of nutrition-sensitive meals during working hours Supporting first-aid box and to provide minimal level of training;	Stakeholder engagements during meetings and field visits	PMU + IDA/EDA + service providers	Number of reported incidences	Annually	Project implementation costs
Community Health	Conduct community health awareness campaigns and disseminate preventative alternatives Make use of straight or slightly curving lined canals or pipes to discourage vectors Avoid stagnant or slowly moving water	Stakeholder engagements in meetings and field visits Awareness	PMU + IDA/EDA + MINSA + Extension Workers	Number of reported incidences	Quarterly	50,000

Environmental, Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase ³⁵	Means of Verification/ Indicators	Frequency of Verification	Cost Estimate
	Install gates at canal ends to allow complete flushing Filling or draining of borrow pits along canals and roads disease prophylaxis Provision of potable water supplies and sanitation facilities Provide protective equipment and/or medical supplies including disease prophylaxis	raising sessions				
Vulnerable groups excluded from decision making	Apply participatory methods to planning, implementation of various interventions that include vulnerable groups. Support their engagement in relevant decision making.	Stakeholder engagements in meetings and field visits	PMU + IDA/EDA + local extension workers +	Number of reported incidences	As necessary	Project implementation costs
Gender Based Violence (GBV) and SEAH	Set up a specific GBV and SEAH GRM for the project and implement GBV-SEAH protocol. Conduct awareness campaigns, and Codes of Conduct, including those on sexual exploitation and abuse Provide safe reporting mechanisms and support services with the help from department of law enforcement.	Stakeholder engagements in meetings and field visits Awareness raising sessions	PMU + IDA/EDA + MASFAMU + MINSA	Number of reported incidences	As necessary + Quarterly reviews	50,000
Low Nutritional uptake	Nutrition promotion including awareness campaigns There is need for a multi-stakeholder dialogue and action with related institutions such as health, education, environment, youth, women and social affairs to ensure adequate monitoring and support	Stakeholder engagements in meetings and field visits Awareness raising sessions	PMU + IDA/EDA + MINSA Extension Workers	MINSA records on children malnutrition	Quarterly	Project implementation costs
Human wildlife conflict	Ecotourism provide wildlife with a safe pathway (corridors) away from potential conflict hotspots, such as farms, Use bee or spiced fences to deter some animals from the fields and homes Use solar powered electric fences to keep crop-raiding animals out of the fields	Stakeholder engagements in meetings and field visits Awareness raising sessions	PMU + IDA/EDA + Extension Workers + Service provider + Local leadership + FFS	No. of conflicts in each period	Quarterly	Project implementation costs

Environmental, Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase ³⁵	Means of Verification/ Indicators	Frequency of Verification	Cost Estimate
CLIMATE CHANGE RELATED RISKS AND IMPACTS						
Vulnerability of target populations and ecosystems to climate variability and hazards	Provide downscaled drought and/or flood advisories to farmers including advising on flood proof infrastructure Develop, resource, and disseminate a project specific disaster response plan. Support financing of smallholder farmers with climate adaptation financing to reduce vulnerability. Promote livelihood strategies and technologies adaptable to climate change (crop resistant to drought, saline and diversification of income sources) Identifying high ground/ appropriate siting for infrastructure development to mitigate flood risks. Introduce flexible and appropriate insurance packages in partnership with private sector	Stakeholder Engagements in meetings and field visits Awareness raising sessions	PMU + IDA/EDA + MINAMB	Climate reports, Met data observation, farmer reports	Quarterly	Project implementation costs
Emission of greenhouse gases	Promote healthy soil management e.g. through organic matter and cover cropping to improve water retention and reduce emissions Promote intensive, afforestation, assisted restoration, regenerative agriculture practices and agro-forestry activities to sequester large amount of GHGs. Promote drought tolerant crops and varieties that require less water, minimizing water use and emissions. Implement water management strategies e.g. controlled drainage and alternate wetting and drying to optimize water use and reduce emissions.	Stakeholder Engagements in meetings and field visits Awareness raising sessions	PMU + IDA/EDA + local extension workers+ service provider + FFS	Climate reports, Met data observation, farmer reports	Quarterly	Project implementation costs
Pests and disease outbreaks	Better surveillance, monitoring and control of crop diseases and pests.	Stakeholder engagements in meetings and field visits training of Farmers and extension workers	PMU + IDA/EDA + local extension workers+ service provider + FFS	Climate reports, Met data observation, farmer reports	Quarterly	Project implementation costs

5.0 ESCMF MONITORING

Some activities from the sub-projects activities and may not require preparation of social and environmental Monitoring plan. But sub projects like construction of water development infrastructures such as small-scale irrigation and water supply sub-projects) will require the development of ESC monitoring Plan.

The ESCMF implementation monitoring is critical to the success of the implementation of the project and its sub-projects.

The lead implementing agent, IDA/EDA with oversight from MINAGRIF with the help of MINAMB and the PMU and the other relevant authorities must monitor the ESC effects of project implementation and the success of mitigation measures. The relevant authorities who should be co-opted include:

- Ministry of Energy and Water (MINEA)
- Ministry of Social Action, Family and Gender Promotion of Angola (MASFAMU)
- Ministry of local Government

The overall objective of ESC monitoring will be to ensure that mitigation measures are implemented and are effective. Environmental and social monitoring will also enable response to new and developing issues of concern during the project implementation to ensure that project activities comply with and adhere to IFAD ESC provisions and standard specifications and those of the Government of Angola. The overall responsibility of ensuring that ESC impacts are addressed, and monitoring is carried out will lie with the line ministries working in collaboration with MINAMB. The principal line Ministries will also work in conjunction with other relevant departments and entities responsible for ensuring environmental, social and climate compliance.

Supervision and monitoring are key components of the ESCMF during project implementation and must be undertaken during implementation phase of the project to authenticate the effectiveness of impact management, including the extent to which mitigation measures are being successfully implemented. The aim of monitoring will be to:

- Improve environmental, social and climate management practices.
- Check the efficiency and quality of the ESC assessment processes.
- Establish the scientific reliability and credibility of the ESC assessment for the project; and
- Provide the opportunity to report the results on safeguards and impacts and proposed implementation of mitigation measures.

The three main components of Supervision and Monitoring are:

- Compliance monitoring.
- Impact monitoring; and
- Cumulative impact monitoring.

Compliance Monitoring

This is to authenticate that the required mitigation measures, which are the environmental, social and climate commitments agreed on by the implementing agency, local implementing agencies and contractors are being adhered to. A monitoring framework will be developed based on agreed prototype sub-projects as they are specified in the positive list of projects. The PMU will be responsible for

undertaking compliance monitoring.

Impact Monitoring

Monitoring of sub-projects impacts and mitigation measures should be the duty of the IDA/EDA as the Implementing Agency with oversight from MINAMB. The Environmental and Social Safeguards agreed in the contract specifications should be monitored to ensure that works are proceeding in accordance with the laid down mitigation measures. The IA should ensure that the project implementers submit reports on work progress and any challenges in observing the Environmental and Social Safeguards. The monitoring results should form a major part of the compliance reports to be submitted by IDA to MINAGRE.

Cumulative Impacts Monitoring

The impacts of the Project on the environmental and social resources within the project areas should be monitored with consideration to other developments which might be established or are already existing. There should be collaboration between the Implementing Agency and proponents of other development projects to compare Environmental, Social and climate Safeguards guiding the individual projects implementation to ensure coordinated and comprehensive management of cumulative impacts.

The Implementing Agency should monitor the cumulative impacts from community level (project sites) to the larger scale for all sub-projects at Commune, Provincial and National level.

The table below is an indicative plan and must be further developed/updated for specific sub-projects once the specific location of the sub projects is known.

5.1 ESCMF Monitoring Plan

Table 13: Monitoring Plan

ESC Impact	Monitoring Parameter/Indicator	Frequency of monitoring	Institution Responsible for Monitoring	Implementation Timeframe	Estimate Budget for Monitoring
Impact of flora and fauna	- Reduction in number and types of trees of biodiversity significance in sub-project areas where construction activities occur - Rate of reduction in the number and type of wildlife around construction site - Rate of reduction in type and number of flora and fauna of genetic significance	Bi-annually	PMU IDA/EDA MINAMB	Planning and construction phases	Covered in the main Project activities
Construction and processing solid and wastewater	- Check the removal and appropriate disposal of construction solid and liquid waste	Continuous to avoid accumulation	PMU IDA/EDA MINAMB	Construction Phase	
Soil quality	- Nutrient level of topsoil - Rate of soil erosion and sedimentation	Beginning of every cropping season	PMU IDA/EDA	Annually	
Impact on climate	- Monitoring degree of application of climate smart agriculture approach to minimize greenhouse-gases	Annually	PMU IDA/EDA MINAMB	Continuous	
Water Quality and quantity	- Measurement of groundwater level and yield in wet and dry seasons	Bi-annually	PMU IDA/EDA MINAMB MINEA	Quarterly	
Stakeholder Engagement	- No of public consultation sessions conducted. - No of stakeholder by sector engaged	Continuous Bi-annual review	PMU IDA/EDA MASFAMU	Continuous	

	- Issues raised and incorporated into project				
Grievance Redress Mechanism stipulated in the ESCMF may not adequately used during the implementation	- Project in-built GRM developed - No of grassroots GRM functionaries trained - No of traditional leaders trained - No. of cases raised and addressed	Continuous	PMU IDA/EDA	Continuous	
Occupational health and safety	- LMP prepared and implemented - No of OHS trainings and no of workers trained - Safety monitoring systems put in place - No of workers who fully comply with PPE use standards - No of health awareness trainings organized	Quarterly	PMU IDA/EDA MAPESS MINSA	Construction phase	
The risk of GBV- Sexual Exploitation and Abuse and Sexual Harassment (SEAH)	- Gender experts assigned - GM strategy adopted - Code of conduct prepared - Code of conduct disclosed - No of training sessions conducted - Cases if GBV reported and investigated - GRM put in place - Gender segregated living space and facilities available - M&E system put in place	Continuous	PMU IDA/EDA MASFAMU MAPESS	Continuous	
Child Labor	- Number of training sessions held - Number of age verified workers	Continuous	PMU IDA/EDA MASFAMU MAPESS	Continuous	

	- LMP prepared and implemented - No of M&E missions conducted - GRM established				
Gender Inequality	- No of women in leadership positions - No of women accessing production resources - Proportion of women among contractor employees		PMU IDA/EDA MASFAMU	Continuous	
The risk of exclusion other vulnerable groups	- Project targeting criteria followed - Government policy on gender and inclusion followed - No of mission conducted - Cooperation with community structures established - No of community consultations	Bi-annually	PMU IDA/EDA	Inception	
	-				

5.2 Performance Monitoring

The PRODESA Environment, Social and Climate Safeguard Specialist at Municipality level will closely work with the Agriculture experts, and the Environmental Health department. The experts, either as a team or individually, will inspect the implementation of the mitigation measures. During inspections, the expert will verify that the proper procedures are being followed in screening the Sub-project activities and in the implementation of the mitigation measures in the Woreda. They also make field observations to inspect that no negative environmental impacts are taking place anywhere in the project areas. Where such impacts may occur, the experts (mainly the Municipality Environmental officer) will provide advice on further actions, and this will be communicated to the Provincial PMU and to the head office specialist.

The implementation, monitoring, and supervision of the ESCMF, SEP, TAA and GRM activities in general is a joint task of the PRODESA PMU (through the Safeguard Specialist), the provincial and municipal environmental regulatory bodies. The three bodies will jointly monitor the effective implementation of the mitigation measures in avoiding or minimizing adverse impacts. The design of the process monitoring, and reporting procedures need to be prepared in parallel with the preparation of the activity plan and it should be made ready before the commencement of the implementation of the project activities.

The results monitoring plan has two components: i) monitoring of compliance, effectiveness of the ESCMF, SEP, LMP and GRM and application of the recommended standards, ii) impact monitoring, i.e., measuring the biophysical and socio-economic impacts of PRODESA. The PRODESA project M&E system which will be facilitated by the PMU, will provide the required information for results monitoring. Purpose of results monitoring is to support compliance with safeguard policies, to identify the occurrence of any unforeseen safeguard issues, to determine lessons learnt during project implementation, to provide recommendations for improving future performance, and to provide an early warning about potential cumulative impacts.

Performance monitoring requires that:

- The various safeguards instruments (ESCMF/ESCMP, SEP, GRM, LMP, TAA,) have been prepared to the required standard, within the required timelines
- The safeguards instruments have been reviewed and approved by the responsible entities
- Environmental and social mitigation measures have been/are being implemented and that mitigation measures are effective
- The community is participating in all stages of the environmental and social management and monitoring processes
- Relevant Provincial, Municipality and Commune level officers have been trained in accordance with the capacity building proposals
- Reports are prepared and delivered as required

5.2.1 Monitoring Indicators

Several environmental and social monitoring indicators and parameters can be used to track the performance of the PRODESA ESCMF. The objectives of environmental and social monitoring indicators include (i) to verify the accuracy of the environmental and social impact predictions, (b) to determine the effectiveness of measures to mitigate adverse effects of projects on the environment and the

community, (iii) to determine whether interventions have resulted in addressing negative impacts and to what extent, (iv) to verify the required capacity building activities have been done in the identification, planning and implementation of the environmental and social impacts of the project. Some of these indicators and parameters include:

- i Number, sex and type of target groups who participated on the ESCMF, training and awareness creation program
- ii Inclusive, free, Informed and prior community participation and consultation
- iii Documentation of community consultation in planning, implementation and monitoring,
- iv Maintaining of ecosystem services through the adoption of different afforestation, reforestation and rehabilitation of degraded lands and soil and water conservation practices
- v Number and percentage of subprojects for which environmental and social issues are integrated into the project cycle
- vi Environmental and social screening checklist filled or not
- vii Environmental Management Plan (ESCMP) was prepared or not
- viii Environmental enhancement and adverse impact mitigation measures mentioned in Environmental and Social Management Plan have been incorporated and considered during project planning, design and site selection
- ix Social adverse impact identified and mitigation measures mentioned in Environmental and Social Management Plan, and have been incorporated and considered during project planning, design and site selection
- x Implementation of the mitigation measures identified and planned in the ESCMP
- xi Fair benefit share of project investment
- xii Establishment and functionality of GRM
- xiii Environmental consequences because of places for collection of construction materials (quarry sites, borrow pits)
- xiv Increase in landslide, soil erosion and slope instability due construction of subprojects
- xv Impact on water quality and disruption of natural water courses, drainage work and its consequences
- xvi Impact on critical natural habitats, forests and ecological sensitive areas documented
- xvii Conflict in water use right between the upstream and downstream water user community during water source selection (check whether balance is done or not, sufficient water is allocated for both community and ecological services)
- xviii Conflict in water use within the targeted group
- xix Resource use and management by-laws developed
- xx Documentation of community consultation both the upstream and downstream including their opinions
- xxi Water quality is suitable or not for irrigation and/or drinking purpose
- xxii regular supply of water as per the capacity of the irrigation project
- xxiii Water logging and salinity problem because of mismanagement of irrigation subprojects
- xxiv Impact in the form of pollution to the environment as a result of project interventions (disposal of construction materials or wastes and its environmental and social consequences)

5.2.2 Safeguards Compliance Auditing and Reporting

In view of the significant nature of the impacts of some of the activities, a robust system of compliance, monitoring and reporting should be in place. Quarterly and Annual reports should be prepared and pass the hierarchy from Community to National Level and should be carried out by the IA, where relevant, jointly with the support from community leaders and local authorities and, extension teams. IDA/EDA Local Offices should supervise the monitoring activities. The Municipality and provincial PMU Environmental and Social Safeguard Specialists are normally required to report quarterly and annually on the performance of the sub-project activities. Procedurally, the report of environmental and social safeguard and other PRODESA activities sent by EDA will be consolidated at Provincial level by the M&E specialists with the support of the EDA office and PMU safeguard specialist. These quarter and annual reports should capture the experience with implementation of the safeguards procedures. The purpose of the reports is to provide (i) a record of the subproject transactions; (ii) A record of experience and issues running from quarter-to-quarter/year-to-year throughout the subproject that can be used for identifying difficulties and improving performance; and (iii) Practical information for undertaking an annual review.

At national level, the quarterly and annual report form will be collected from the M&E team and after completion, the Safeguard Specialist and the Social Safeguard Specialists of federal PRODESA PMU will check the regional report and submit a consolidated report with the necessary narration to the IFAD. The objectives of the report is to consolidate and summarize the feedback from the regions, assess the overall progress of the subprojects at the national level and see the performance of regions and give feedback to regions on their performances.

5.2.3 Auditing

Environmental and social auditing is a process that enables an organization to assess and demonstrate its social, economic, and environmental benefits and application of appropriate mitigation measures. The audit/review involves evaluation to identify compliance of social and environmental aspects of projects (to applicable compliance requirements) and identify implementation gaps, along with related corrective actions. The objectives of environmental and social auditing are two-fold, firstly to assess the compliance of implementation to project safeguard instruments regarding the intermediate environment and social impacts of the wider project interventions, and secondly to assess the occurrence of, and potential for, cumulative impacts due to project and other development activities. This enables to improve decision making and ensure that the project is environmentally sound, socially acceptable, and economically feasible.

One of the issues in reviewing is, also reviewing of the performance of environmental and social safeguard works annually and quarterly. The annual reviews are intended to be used by project management to improve procedures and capacity for integrating natural resources and environmental/social management into project operations. The reviews will also be a principal source of information to the IFAD supervision missions. Annual reviews of the project and the implementation of the ESCMF will be conducted at the end of each year facilitated by the PMU. The objectives of the annual reviews include (i) Assess project performance in complying with ESCMF procedures, gaps identified, lessons learnt, and improve future performance, and (ii) Assess the occurrence of, and potential for, cumulative impacts due to project-funded and other development activities.

It is necessary that the audit/review should be conducted by an independent entity (local consultant). The compliance assessment and performance review reports, which will be produced by the independent review body, will be used as a monitoring and review tool to track ESCMP results. Copies of the annual review report should be delivered to the project Steering Committee, to each Municipality/Commune office responsible for appraisal, approval, and implementation of sub-projects, and to IFAD. In the review process, the PMU and the Environmental regulatory body will play the lead role in coordinating the process with the key stakeholders. The principal output is a review report that entails the methodology, summarizes the results, and provides practical recommendations.

The responsibility to undertake environmental and social audit is the regulatory body which is the Environmental Management department at various levels. However, it can be carried out by the safeguard specialists of the PMU and verification can be done by an independent local and/or international consultant. For the effective performance, all personnel responsible for monitoring and reporting should receive relevant environmental and social auditing training.

6.0 Capacity Building and Training

6.1 Introduction

Target groups and stakeholders who will play a role in the implementation of the ESCMF and related studies and plans must be provided with appropriate training and awareness of all the project safeguard instruments. This is necessary because the implementation of the activities will require inputs, expertise and resources which will be adequately taken care of if the concerned parties are well trained. These groups are described below.

MINAGRE and IDA/EDA have limited capacity to implement the environmental and social requirements necessary to manage the potential environmental and social risks and impacts resulting from the proposed agricultural activities of PRODESA project.

6.2 Capacity Building Needs

National Level

Decision makers at National Level need to understand the reasons behind some strategic decisions they will have to make on the direction of rolling out the PRODESA programmes. So, the decision makers must be aware of potential risks and impacts. The groups that will need training will include:

- PMU management
- Project Implementing Agency management
- Ministry of Agriculture and Fisheries staff
- Ministry of Environment staff
- Project Steering Committee
- Project Technical Committee
- Other collaborating institutions.

Provincial and Municipality (Local) Level

At Municipality and Commune/ local level, the groups that will receive environmental and social training in various topics including agriculture facility management, pest management, pesticide management, HIV/AIDS awareness, water management, crop management include:

- Project Office Team.
- Extension workers in project impact areas.
- Environmental officers.
- Farmers
- Farmer Field School (FFS)
- Agro-dealers.

6.3 Training Requirements

The proposed project activities will be numerous and challenging. Successful implementation of the programme activities will require dynamic and multi-disciplinary professionals. Therefore, regular short and tailor-made training courses and seminars will be required to reinforce the capacity and skills of the stakeholders and farmers during the entire project period. Training activities and target groups are presented in Table below.

The stakeholders have different training needs as follows:

- Awareness raising will cause the participants to acknowledge the significance or relevance of the issues, but without in-depth knowledge of the issues.
- Sensitization will cause the participants to be familiar with the issues to the extent of demanding precise requirements for further technical assistance.
- Comprehensive training will raise the participants to a level of being able to train others and to competently act on environmental and social issues in their areas.

Training and seminars will also be required for building capacity and awareness in climate, social and environmental issues. Below are the cost estimates for the identified capacity building activities. The basis of the estimates is on some of the following:

- Prevailing costs of goods and services offered in typical urban or rural areas.
- An average number of 50 people for Provincial and Municipal level Agricultural Office teams
- An average number of 50 people for a local level (Commune) teams.
- The length of training sessions will depend on the course and will vary from 1 day to about 2 weeks.
- The estimated costs include training costs/fees, hire of rooms, food for participants, per diems, and transport costs.

Most of this training will be part of the Capacity development of the main project (except training on the ESCMF and associated Safeguard plans) and will thus be funded through various project components.

Table 14: Environmental, Social and Climate Training

No.	TRAINING ACTIVITY	TARGET GROUP / TRAINER	MEANS OF VERIFICATION	COST ESTIMATES
1.	Environmental, Social and climate Risks and Impacts of PRODESA - PRODESA and linkage to Safeguards policies - Typical issues - Mitigation requirements - Management plans - Monitoring requirements - Management review - Budgeting for ESC risk management	• 5 Ministries, of Environment, IA • PRODESA Management • PMU management • Sub-project management • IDA/EDA • Other collaborating institutions. Facilitator: Private Consultant or Dept. of Environment	• 30 high level decision makers, managers, coordinators trained	USD5,000.00 one session during the entire project period) Length: 1 day
2.	Environmental, Social and Climate Impact Assessment of the Projects: - Screening process. - Use of checklists - Preparation of terms of reference. - Identification of Impacts - ESIA report preparation and processing	• Municipality Agricultural Office Team (IDA) • Municipality Environment Units • Extension workers in project impact areas. Facilitator: Private Consultant or Dept. of Environment	• 10 members from Municipality Agricultural Office Team are trained. • 10 Municipality Environment Units members are trained. • 10 Extension workers in	(Three sessions during the entire project period) Length: 5 days per session Total cost: USD20,000.00

No.	TRAINING ACTIVITY	TARGET GROUP / TRAINER	MEANS OF VERIFICATION	COST ESTIMATES
	- Policies and laws in Angola - IFAD safeguard policies		project impact areas trained.	
3.	Integrated Pest Management - Types of pests - Identification of pests - Biological control of pests - Physical control of pests - Chemical (pesticide) control - Environmental control	• Farmers • Extension Officers • PRODESA officers Facilitator: Private Consultant or IDA/EDA	• 10 PRODESA officers • 10 Extension Workers • 30 Farmers from various trial farms trained •	(Four sessions during the entire project period) Venue: irrigation schemes Length: 5 days per session Total cost: USD16,000.00
4.	Pesticide Management - Pesticides Types and Use - Packaging, labelling, and Handling - Storage, Stacking and Release - Pesticides Record Maintenance Pesticides Procurement - Identification of Pesticide Dealers - Pesticides Handling & Transportation - Record Maintenance Pesticides Application and Disposal - Types and Handling of Equipment - Pesticides Toxicity - Safety of Applicators (OSHA) - First Aid Care, Cleaning and Disposal of Pesticides and Equipment	• Storekeepers • Pesticide Transporters • Pesticide Users • Agro-dealers • All Farmers • Trial Farm Management Committee Facilitator: Private Consultant or IDA/EDA	• 10 members of Scheme Procurement Committee Trained • 10 Extension Workers • 30 Farmers from various trial farms trained •	(Three sessions for the entire project period) Venue: Farms Length: 5 days per session Total cost: USD15,000.00
5.	Facilitate Gender, HIV/AIDS awareness - Impacts of HIV/AIDS on social wellbeing, livelihood, and projects - Mitigation measures - Care of victims	• Extension workers in project impact areas • Farmers. Facilitator: Ministry of Gender	• 10 Extension workers in project impact areas trained. • 30 Farmers from various trial farms trained	(Two sessions during entire project period) Venue: Length: 5 days Total cost: USD10,000.00
6.	Water Management - When to irrigate - How much water to apply - For how long - Water rights	• Extension workers and Farmers • Extension workers and Farmers Facilitator: Private	• 10 Extension Workers • 30 Farmers from various trial farms trained	(Four sessions during the entire project period) Venue: Farms Length: 5 days per

No.	TRAINING ACTIVITY	TARGET GROUP / TRAINER	MEANS OF VERIFICATION	COST ESTIMATES
	Crop Management - Cropping calendar - How to apply fertilizer - Use of organic manure / compost - Weeding - Crop harvesting & storage	Consultant or IDA/EDA		session Total cost: USD20,000.00
7.	Maintenance of the Agricultural Facilities - Detecting the damaged structures - Materials needed to maintain the damaged structures Hygiene and Sanitation - Water supply - Sanitation - Water and sanitation related diseases - Infrastructure needed on the scheme for sanitation enhancement	• Extension workers and Farmers • Extension workers and Farmers • Agro-processors Facilitator: Private or Consultant IDA/EDA	• 10 Extension Workers • 30 Farmers from various trial farms trained	(Two sessions during the entire project period) Venue: The farms Length: 5 days per session Total cost: USD20,000.00
9.0	Processing facility Management - disposal of wastes, - biosafety, - security, - emergency response.	• Agro processors at FFS level • Extension Staff	• 15 Extension Workers • 15 Processors	(Two sessions during the entire project period) Venue: research laboratories Length: 5 days per session Total cost: USD5,000.00
10.0	Disaster Risk Management - Community Based Disaster Risk Management - Hazard, vulnerability and capacity assessments - Participatory tools and techniques - Participatory risk assessments - Planning DRR strategies	• Province • Municipality • Commune • Extension Officers • FFS Facilitator: Private or Consultant IDA/EDA	• 5 provincial • 5 Municipality • 10 commune • 50 farmers	(Two sessions during the entire project period) Venue: Length: 5 days per session Total cost: USD20,000.00
10.	TOTAL ESTIMATED BUDGET			USD105,000.00

6.4 Proposed Approach in Executing Training Activities

PRODESA will adopt a strategy of running workshops and refresher courses to disseminate the SECAP related studies and reports. It will also use the training of trainers and community exchange visits approach.

It will be important that key decision makers, the IA management staff and other high-level persons are sensitized in the potential environmental and social risks and impacts due to the proposed PRODESA activities, in particular the roll out of the various agricultural activities to be conducted in the project areas. This training may be conducted by a private consultant or by the Environment Department.

The training activities in Environmental and Social Impact Assessment can be conducted by the Environment Department or private consultants. This will have to be done at the beginning of the programme, before the activities start, so that the participants are ready in time to apply the knowledge during implementation of the activities. Skills in the screening process will be particularly useful for assessing the environmental and social implications of the programme activities before they start.

Pest Management and Pesticide Management training activities will be implemented by IDA/EDA and PRODESA who have the requisite knowledge of types of pesticides and their application. They also have the practical knowledge and experience with different pest and pesticides. The training may be conducted during the early stages of the programme activities but before that first planting season. This training should be executed twice during the programme life, preferably at the beginning and at mid-term.

Training in Planning and Implementation should be done before any programme activities start to prepare the participants to use their knowledge during implementation. The training should be done at least once during the programme life. Private consultants may be able to conduct the training.

The HIV/AIDS awareness campaigns would be conducted by the AIDS Council under their planned national activities. The Ministry of Agriculture is already collaborating with the AIDS Council on programmes that have already been drawn up. This training activity should be conducted at the beginning of the programme activities and annually thereafter.

Agricultural Technology and Management; Water Management; Crop Management, waste management Procurement, Marketing and Financial training would be facilitated internally by PRODESA with the assistance from the IDA/EDA or the appropriate private consultants would have to be engaged to carry out the training. These training activities should be conducted at the beginning of the operation phase, soon after construction activities, to take advantage of the farming activities for practical training.

The management of agricultural facilities requires the application of management plans and standard operating procedures to ensure all aspects of safety, security, and environmental and social compliance.

6.5 Funding Requirements for Training

The proposed environmental training activities for the programme will be funded directly by the programme resources in accordance with the proposed plan laid out in Table 14 above.

7.0 Funding for ESCMF Implementation

7.1 Introduction

The following is a breakdown of the cost estimates for the various activities in the environmental and social management plan. This detailed budget is meant for implementing and monitoring the recommended mitigation measures throughout the project life. **The budget must be integrated into the overall programme costs to ensure that the proposed mitigation measures are implemented.**

7.2 Site-Specific ESIAs and ESCMPs

This component will comprise mitigation issues to do with site-specific E&S workplans and ESCMPs.

Most of the sub-projects will be of “Moderate and/or Low environmental and social risk” and will require a site specific ESCMP. These are sub-projects that may have some adverse environmental and/or social impacts on human populations or environmentally significant areas, but the impacts are less adverse than those for “Substantial Risk Category”; are site-specific and few are-irreversible in nature; and can be readily remedied by appropriate preventive actions and/or mitigation measures.

“Low Risk” Category projects generally do not require additional environmental analysis because the activities have positive environmental impacts, or negligible or minimally adverse environmental impacts. Only Site-specific workplans can be produced and the sub-project then proceeds to implementation.

Table 15: Site-specific ESCMPs Budget

No.	ACTIVITY	ESTIMATED COST (US \$)
1.0	Twenty (20) Site-specific ESCMPs (Develop and train beneficiaries to implement).	80,000.00
2.0	The rest to develop site specific E&S workplans (Develop and train beneficiaries to implement).	20,000.00
3.0	Environmental License fees for all the sub-projects (These will not be required since the main ESCMF would have been approved)	10,000.00
	Sub-Total	110,000.00

7.3 Mitigation Measures

This provision is for implementing mitigation measures in each project Municipality. These resources will provide for:

- prevention of soil erosion, deforestation
- protection of critical natural habitats (wetlands, mountain tops, etc.),
- prevention of water-borne diseases,
- Climate change resilient activities,
- prevention of HIV/AIDS, and other communicable diseases
- Gender and Youth mainstreaming.

Mitigation and enhancement measures were discussed in detail in the ESCMP and

the following is a summary of some of the measures with cost implications. Most of the mitigation measures will be part of the main project implementation and has been budgeted through the various project components.

Table 16: Mitigation and enhancement measures Budget

No.	MITIGATION/ENHANCEMENT	ESTIMATED COST (US \$)
1.0	feasibility studies Site specific feasibility studies should be carried out first for the major infrastructure	450,000.00
2.0	Capacity Building - Capacity Assessment needs to be conducted before bringing infrastructure - Intensive capacity building commensurate with proposed infrastructure/equipment - Build Social management skills for effective leadership and O&M	----- ----- ---
3.0	Stakeholder Participation - Conduct a comprehensive participatory stakeholder mapping exercise including roles and responsibilities at national, provincial, Municipality and commune level - Conduct adequate situational assessment to determine different vulnerability dimensions.	----- ----- ----
4.0	Revegetation and reforestation - Revegetation and reforestation must be prioritized. - Institute rangeland management and catchment conservation. - Habitat restoration must be done where effects have been caused - All altered landscapes (Sand pits, borrow pits, brick molding sites etc.) should be rehabilitated.	----- -----00
5.0	Soil erosion control measures Institute measures to reduce and control soil erosion like contouring and terracing, stabilising slopes and banks, re-vegetation, reseeding of grasses, land preparation, use of gabions, etc)	----- -----
	Sub-total	350,000.00

7.4 Monitoring and Evaluation

This provision is for training both the PRODESA staff and the beneficiaries in participatory environmental monitoring. This entails monitoring the implementation of mitigation measures at the sub-project level (e.g. each irrigation scheme, Value addition centre, etc.). The component will comprise:

- the monitoring and evaluation issues of the whole programme
- Research and Development work to come up with more environmentally friendly agricultural processes for value chains.
- Monitoring and Evaluation of the progress of the implementation of the ESCMF. Assessing whether it is being effective or not.

The general monitoring and evaluation will be conducted as part of the main project programmes and is adequately budgeted for. Specific separate environmental and social compliance monitoring will be done once every 6 months.

Table 17: Monitoring and Evaluation Budget

No.	ACTIVITY	Estimated Cost (US \$)
1.0	Monitoring and evaluation exercises	150,000.00

	Sub-Total	150,000.00

7.5 Environmental and Social Training

Environmental and Social Training were discussed in detail in table 14 and the following is a summary of the budgetary requirements for the proposed training activities.

Most of this training will be part of the Capacity development of the main project (except training on ESCMF) and will thus be funded through the various project components.

Table 18: Environmental and Social Training Budget

No.	TRAINING ACTIVITIES	Estimated Cost (US \$)
1	High level training in Environmental and Social Risks of PRODESA	30,000.00
2	Training in Environmental and Social Impact Assessment	30,000.00
3	Training in Pest Management	-----
4	Facilitate Gender, Child Labour, GBV and SEAH, HIV/AIDS awareness	40,000.00
5	Water and Crop Management Training	-----
6	Maintenance and Hygiene and Sanitation	-----
7	Agro-facility Management	-----
8	Processing facility Management	-----
TOTAL		100,000.00

Table 19: Monitoring and Evaluation Budget

No.	ACTIVITY	ESTIMATED COST (US \$)
1.0	Bi- Annual Audit	60,000.00
2.0	Annual Reviews	20,000.00
3.0	End of Project Audit	40,000.00
	Sub-Total	120,000.00

7.6 ESCMF Implementation Budget Summary

The following is the ESCMF Implementation budget summary taking into consideration all the issues covered in chapters 5 to 7:

Table 20: Estimated Budget for ESCMF Implementation (USD)

No	YEAR ACTIVITY	REFERENC E TABLE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL (USD)
2	Site-specific ESIA's, ESCMPs and Environmental License fees	Table 19	50,000.00	30,000.00	20,000.00			110,000.00
3	Mitigation Measures	Table 20	70,000.00	40,000.00	20,000.00	10,000.00	10,000.00	350,000.00
4	Monitoring and evaluation purposes (R&D, M&E, Field Visits)	Table 21 and table 23	70,000.00	40,000.00	20,000.00	10,000.00	10,000.00	150,000.00
5	Environmental and Social Training	Table 18	10,000.00	10,000.00	5,000.00	5,000.00	5,800.00	100,000.00
6	Annual Reviews	Table 11-5	10,000.00		10,000.00			20,000.00
7	Bi-Annual Audit	Table 11-5		25,000.00		25,000.00	-	60,000.00
8	End of Project Audit	Table 11-5					40,000.00	40,000.00
	Sub - Total							830,000.00
	10% Contingency							83,000.00
	Grand Total							913,000.00

Notes:

- Construction stage mitigation measures (erection of Waste Treatment Systems) under the responsibility of the contractor and supervising engineer will be included in the Bills of Quantities (BoQ) estimated at 5% of the BoQ for environment and social mitigation/remediation measures.
- Specific and clearly identified budget line for environmental and social issues should be included in the tender documents
- 10% of contract value should be kept until the Environment Officer/Ministry of Environment confirms that all the environmental and social mitigation measures are appropriately implemented, and the Environmental Affairs Department has approved.
- There are no resettlement issues envisioned for the construction and operation of the proposed infrastructure. Should there be any resettlement issues and/or payment of compensation to the affected population, the Government of the State of Angola will implement the activities prior to the commencement of the civil works. The funding for such activities will come from the counterpart funding from the Government of Angola.
- ESIAs and ESCMPs will be prepared for all sub-projects which have potential significant negative impacts, and these provide cost estimates for the implementation of specific mitigation and management measures for those sub-projects.

ANNEXES

Annex 1: Free Prior & Informed Consent (FPIC)

1. Free, Prior and Informed Consent in IFAD Investment Projects (FPIC)

Free, prior and informed consent (FPIC) is an operational principle empowering local communities to give or withhold their consent to proposed investment and development programmes that may affect their rights, access to lands, territories, resources, and livelihoods (IFAD, 2015). Communities' rights are at times infringed upon by new investments in their area resulting in negative impacts (table 1).

Table 21: Potential Rights usually infringed Upon and associated negative impacts

Potential rights usually infringed upon	Negative Impacts
• Right of physical access • Right to food • Rights to secure land tenure including • Right to natural resources • Right to decision making and self-determination • Right to work • Right to a healthy environment including social amenities	• Loss of culture and natural heritage • Loss of land tenure • Exclusion and/or undermined participation in decision making • Forced participation (at times in exploitative systems) • Loss of income and/or employment • Exacerbation of poverty • Reduced food and nutritional security • Weakened local governance system • Increased inter and intra conflict

FPIC is a principle protected by international human rights standards that state, 'all people have the right to self-determination' and linked to the right to self-determination – 'all people have the right to freely pursue their economic, social and cultural development'. This guide is deeply rooted in a human rights based approach and is designed to assist the PRODESA implementing team to respect the right to FPIC when developing and implementing the project.

The Guide is also supported by the Policy on Environment and Natural Resource Management (2011): "Respecting the principle of free, prior and informed consent, IFAD supports indigenous peoples in enhancing the resilience of the ecosystems in which they live and in developing innovative adaptation measures and emerging opportunities for indigenous peoples' engagement in carbon sequestration and the provision of other environmental services."

FPIC is solicited through consultations in good faith with the representative institutions endorsed by communities. It ensures that they participate in decision-making processes concerning a given development project.

All elements within FPIC are interlinked, and they should not be treated as separate elements. The first three elements (free, prior and informed) qualify and set the conditions of consent as a decision-making process. In short, consent

should be sought before any project, plan or action takes place (prior), it should be independently decided upon (free) and based on accurate, timely and sufficient information provided in a culturally appropriate way (informed) for it to be considered a valid result or outcome of a collective decision-making process.

Consent should be sought in a way that is “free, prior and informed”³⁷:

- **Free** implies no coercion, intimidation, or manipulation.
- **Prior** implies that consent has been sought sufficiently in advance of any decision point or commencement of activities.
- **Informed** implies that information provided covers all relevant issues to make decision maker fully enlightened.
- **Consent** is the expected outcome of the consultation, participation, and collective decision-making process by the local communities.

1. General guiding principles

a) Responsibility and institutional capacity for seeking FPIC

The IFAD general policies and procedures, stipulate that the borrower or grant recipient is responsible for programme and project preparation, including social, environmental and climate assessments and seeking FPIC. In this case the Government of Angola (GoA) through the lead Ministry, i.e. Ministry of Agriculture will be responsible for seeking the FPIC.

The first step is for the government of Angola to identify the laws that regulate the rights to land and resources and check if it has been demarcated and recognizes community lands. If Angola has not done so, this can be rectified by conducting early consultations with concerned communities and inclusion in project design of the measures, approaches and resources for ensuring demarcation and recognition of territorial and communal and rights.

b) Identifying representative institutions

To ensure legitimacy, it is crucial that FPIC be obtained from the representative institutions of local communities. Understanding how communities make decisions is the first important step in the FPIC process. The important criteria are that representation should be determined by the concerned peoples and communities themselves to avoid misrepresentation or manipulation. This can be done in line with the community structure for representation, figure below.

Table 22: Local Governance Structure

Level of Governance	Institutions
Central Government	Government Ministries and departments
Local Government	Provincial and Municipality Delegations Commune Administrative Post
Traditional/Community Authority	Traditional Chiefs Head of Bairros Head of Bloco

³⁷ United Nations Development Group (UNDG), Guidelines on Indigenous Peoples' Issues, 2009:30

In general, representative institutions must strive to adhere to the principles of inclusive consultation, participation, and consent in their internal decision-making processes (Idris, 2017).

The FPIC process at design and implementation phases is intended to ensure that the project does not negatively affect the future beneficiaries. Solutions should be found during the consultation on how to maximize benefits expected from local communities.

c) Consultation, participation, and consent

Consultation is an important feature of any project design process. PRODESA is expected to follow the IFAD participatory approach to ensure that local communities are included in project design. It will give appropriate attention to women and young people in these consultations.

Besides the initial Impact assessments of the project at design stage, GoA will institute a continuous consultation process during implementation.

Consent to the project or to a project component or specific activity under a component, will be an outcome of the collective decision-making process by the local communities. GoA will seek recorded consent agreements with the concerned communities through their freely chosen representative bodies to engage in the FPIC process.

The consent agreement and record will document the outcome(s) of the process and terms and conditions agreed upon. It will also document any dissent to the overall project or project activities. The agreement must be independently verified as fair and true by the communities and follow the process agreed by them.

The procedures and rules of the FPIC process will be largely determined by the communities affected and those who have the right to give or withhold consent. The FPIC process must be in harmony with their own governance and internal collective process for taking decisions.

d) Documenting consultation, participation and FPIC

GoA will undertake to document all consultations, participations, and consents in the following manner:

- **Keep record of consultations undertaken:** - how participants were selected and invited; what documentation/information they received beforehand and in which language; who participated; what was discussed; and what was agreed.
- **Keep record of participation:** when did representatives of indigenous peoples and local communities participate; how they were selected; what institutional roles or accountability links to constituents do they have; what commitments do they assume; and what agreements were made.
- **Document specific instances that express FPIC:** often FPIC is expressed as an agreement between the borrower (or the duly designated implementing agency) and the concerned local communities. These agreements should clearly articulate what has been agreed (issues, commitments, time frames, budgets, roles, responsibilities, etc.); who entered into the agreement (clearly identifying the individuals involved as

well as their title and role); and what mechanisms have been set up to maintain dialogue and address disagreements.

2. Where to seek FPIC?

FPIC is not so much a safeguard principle, rather a proactive approach to identify development pathways with local communities and it is applied in two scenarios (IFAD, 2015):

- Investment projects that may have an impact on the land access and use rights of rural communities,
- Projects targeting indigenous peoples or rural areas that are home to indigenous and tribal peoples and ethnic minorities.

The first scenario refers to the type of investment project and the second to the type of project area and target groups. Table below outlines the FPIC requirement according to these two criteria.

FPIC requirements based on project type and areas of intervention (IFAD, 2015)

No	Location	Project likely to affect land access and/or use rights of communities.	Agricultural and rural development projects unlikely to affect land rights (agricultural technologies and production, value chain development, social infrastructure)	Project supporting demand-driven services to individuals (rural finance, small and medium-sized enterprise development)
1.	Rural areas without indigenous peoples or minorities.	• YES	• NO	• NO
2.	Rural areas with some indigenous peoples and minorities' communities.	• YES	• On a case-by-case basis	• NO
3.	Indigenous people's territories or tribal areas	• YES	• YES	• YES

In projects that affect land access and use rights of communities, the principle of FPIC is applied to local communities in a broad sense, i.e. the local communities that will potentially be affected, are identified during project design and in application of SECAP.

However, there is a general requirement for FPIC³⁸. in areas that are home to

³⁸ Consistent with international practice, the IFAD Policy on Engagement with Indigenous Peoples states that they are characterized by: "Priority in time, with respect to occupation and use of a specific territory; the voluntary perpetuation of cultural distinctiveness, which may include the aspects of language, social organization, religion and spiritual values, modes of production, laws and institutions; self-identification, as well as recognition by other groups, or by state authorities, as a

indigenous and tribal peoples and ethnic minorities,

3. Seeking FPIC at the design phase.

When the precise nature and specific location of an investment is known and well defined, FPIC must be solicited at design stage. In the case of PRODESA the precise nature and specific locations of the potential investment were not known, thus GoA was not expected to directly seek FPIC at this stage.

However, PRODESA was required to carry out an Environmental, Social and Climate Management Framework (ESCMF) study using the IFAD Social, Environmental and Climate Assessment Procedures (SECAP). **IFAD Social, Environmental and Climate Assessment Procedures (SECAP)** is a key mechanism to identify requirements for FPIC at the design stage. As an integral part of the design phase, the project undertook an Environmental Social and Climate Management Framework study (ESCMF) with support from IFAD.

The ESCMF identifies project components with potential direct and significant impact on local communities, which require FPIC of national or subnational representative institutions of local communities during the design phase; Table below summarizes a step-by step approach to ensure FPIC through SECAP.

SECAP step-by-step FPIC approach (IFAD, 2015)

No.	Application	SECAP steps as they relate to FPIC of local and Indigenous peoples
1.	Environmental and Social Screening at concept or early formulation stage	Identify main environmental and social issues pertaining to local and/or indigenous peoples' communities. Consult representative institutions of potentially targeted or affected local and/or indigenous peoples' communities to assess compatibility of development objectives with community rights and aspirations. Document community concerns. Classify the project as Category High, Substantial, Moderate or Low , depending on its potential impacts on local and or indigenous peoples' communities. These elements should be reflected in the SECAP Review Note.
2.	Environmental and Social Impact Assessment (ESIA), applies to all High and Substantial category projects.	Consult with representative institutions of indigenous peoples and local communities to ensure their adequate participation in the ESIA. The ESIA can be designed with flexibility as (a) a process which enables consultation, participation and consent during design and implementation; (b) a formal procedure for securing FPIC of affected indigenous peoples and local communities during project design; or (c) a study which identifies and evaluates impacts, recommends preventive and mitigating measures, and maximizes opportunities. The ESIA should: • Identify impacts and devise measures to avoid potentially adverse effects or minimise, mitigate, or compensate for such effects. • Devise mechanisms to ensure consultation, participation and FPIC, as relevant throughout the implementation phase. • Indicate the need for borrower/agent recipients to obtain FPIC of the concerned representative institutions of indigenous peoples and local communities with respect to

distinct collectivity; and an experience of subjugation, marginalization, dispossession, exclusion or discrimination."

		project components that may potentially have a direct and significant impact on them.
3.	ESIA review and incorporation of recommendations into project design.	Review ESIA findings and recommendations and discuss these with the borrower/agent recipient and local communities. Ensure that recommendations are adequately addressed in the final PDR. Assess whether borrower/agent recipient obtained the FPIC of indigenous people and local communities for project components that potentially have a direct and significant impact on them. Verify whether the project includes measures to: (a) avoid potentially adverse effects; of (b) minimise, mitigate, or compensate for such effects.
4.	Loan negotiation	Include clauses/covenants/provisions specifying appropriate actions that the government commits to undertake.
5.	Project Completion	The ex-post ESIA will confirm that the FPIC has been successfully implemented.

4. Soliciting FPIC at implementation stage

FPIC of investments is sought during the implementation phase when:

- The project, or some of its component, is likely to affect land access and use rights of local communities, and/or
- The project area is home to indigenous and tribal peoples and ethnic minorities.
- Communities are not identifiable at project design stage.
- Specific investments in specific communities are not predefined during project design phase, but open to communities' demand during the project implementation period.

If at design stage the specific locations and communities to be affected were not identifiable, the project documents will include the FPIC implementation plan describing how the participatory and consultation process for seeking communities' consent would be conducted. The FPIC would then be sought during implementation before a specific investment is decided in each community.

Since investments in specific communities and territories were not identifiable during the project design stage, FPIC will further be solicited during the implementation phase.

The outline for the FPIC plan includes the following steps in the process and include timeline:

- Sociocultural and land tenure assessment¹ (as part of the IFAD standard poverty analysis, which needs to be deepened in certain aspects as described in Table 3-5 below),
- Identification of decision-making institutions and representatives to ensure full, effective, and equal participation of stakeholders.
- Consultation process leading to FPIC.
- Formalized consent agreement.

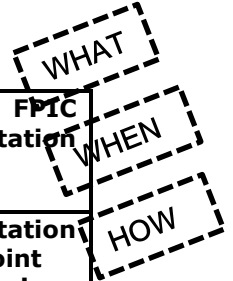
The FPIC implementation plan indicates:

- When and how the sociocultural and land tenure assessment will be undertaken.

- When and how consultations will be carried out to identify decision-making institutions.
- When and how consultations leading to FPIC will be carried out.
- By when the consent agreement will be formalized with the local communities.

Seeking FPIC at implementation stage (IFAD, 2015)

Prepare FPIC Implementation Plan	Implement FPIC Plan	Formalise Consent	Assess FPIC Implementation
During Design Phase before QA (Annexed to PDR) The FPIC implementation plan should specify: • How and when to conduct the socio-cultural and land Tenure assessment. • How and when to identify decision-making institutions and representatives • How and when to conduct consultation leading to FPIC • Involve experts in the design team. • During project design missions consult with farmers and indigenous people's organisations and agree on the FPIC plan (use the FAFO and indigenous people's Forum networks)	From start-up workshop and before any investment is made • Confirm/revise FPIC implementation plan at start of workshop • Conduct/ (review if available) socio-cultural and land tenure assessment • Identify decision-making institutions ◦ Conduct preliminary consultations with the community and explain the nature of the proposed project. ◦ Allow time for communities to discuss and decide on their representatives for the consultation process leading to FPIC ◦ Clarify responsibilities of representatives ◦ Agree on the process leading to FPIC ◦ Identify signatory parties leading for the consent agreement. • Conduct consultation leading to FPIC before any investment is made ◦ Share objectives and scope of the project with the representatives identified by the communities and identify project component(s) requiring FPIC ◦ Inform them on the actors financing and implementing the project and their respective responsibilities. ◦ Provide clear and transparent information on the benefits and risks of the project. ◦ Share the findings of the socio-cultural, land tenure and environmental assessment. ◦ Formalise Consent Agreement.	Before any investment is made The format for a consent agreement includes: • Respective Expectations • Proposed project duration, expected results and activities • Participatory monitoring and verification plan and procedures. • Identification of grievances procedures and mechanism. • Terms of withdrawal of consent. • Record of process through means and languages accessible to all stakeholders and parties involved.	Implementation support/joint review missions • Engage experts in joint review missions • Assess FPIC Process • Identify grievances and find solutions to address



Indicative Budget for Conducting FPIC at Implementation Stage per Province

Item No.	Description	Cost (USD)
1	Gender and Social Inclusion Specialist	Project Budget
2	Capacity building of PMU staff	5,000.00
3	Travel and Accommodation	15,000.00
4	Printing and Stationery	500.00
5	Recording Equipment (tape recorder/camera/video camera)	2,000.00
6	Refreshments (provincial and municipality delegations)	1,000.00
Total Cost		23,500.00

Annex 2: Chance Find Procedures

The following “chance find” procedures must be included in all third-party contracts (e.g. Letters of Agreement), in instances where the contracted party is assisting with implementation of the project.

If the Contractor discovers archeological sites, historical sites, remains and objects, including graveyards and/or individual graves during project implementation, the Contractor shall:

- Stop the activities in the area of the chance find;
- Delineate the discovered site or area;
- Secure the site to prevent any damage or loss of removable objects. In cases of removable antiquities or sensitive remains, a night guard shall be arranged until the responsible local authorities, or the ministry responsible for National Culture take over;
- Notify the supervisory Safeguards Specialist within the PMU who, in turn, will notify the responsible local and provincial authorities immediately (within 24 hours or less);
- Responsible local and/or provincial authorities would be in charge of protecting and preserving the site before deciding on subsequent appropriate procedures. This would require a preliminary evaluation of the findings to be performed by government approved archaeologists. The significance and importance of the findings should be assessed according to the various criteria relevant to cultural heritage; those include the aesthetic, historic, scientific or research, social and economic values;
- Decisions on how to handle the finding shall be taken by the responsible local and provincial authorities. This could include changes in the layout (such as when finding an irremovable remain of cultural or archaeological importance) conservation, preservation, restoration and salvage;
- Implementation for the authority decision concerning the management of the finding shall be communicated in writing by relevant local authorities; and
- Project activities could resume only after permission is given from the responsible local or provincial authorities concerning safeguard of the heritage.

Note that the reporting of chance finds only occurs when an item/area/etc. of cultural significance is found, and is only carried out insofar as what is detailed above (i.e. reporting the find, reporting how the item/area will be treated moving forward). Reporting begins with the local level implementer (e.g. staff tasked to the implement the project within a village) notifying the Monitoring and Evaluation Specialist, after which, the Safeguards Specialist guides the process according to the instructions above (e.g. notifying the relevant government authorities).

Annex 3: Environmental and Social Risk Screening Guiding Questions for Screening of Potential Environmental and Social Impacts of PRODESA³⁹

(Guidelines: Site inspection of project site. The evaluation results to be a consensus of at least three officials)

Project Name:	Province:
Project Location/:	Name of Municipality
Name of Communa:	Nature/Size:
Name, Signature & Designation of Evaluator(s): 1..... 2.....	Date of Field Evaluation:
	Sector

Guiding Questions		Yes	No	Unsure	Remark
BIODIVERSITY⁴⁰					
1.1	Could the project potentially involve or lead to conversion or degradation of biodiversity, habitats (including modified habitat, natural habitat and critical natural habitat) and/or ecosystems and ecosystem services?	✓			Minor
1.2	Could the project involve or potentially lead to activities involving habitats that are legally protected, officially proposed for protection, or recognized as protected by traditional local communities and/or authoritative sources (e.g. National Park, Nature Conservancy, Indigenous Community Conserved Area, ICCA, etc.)?	✓			Minor
1.3	Could the project potentially involve or lead to an increase in the chance of human-wildlife encounters/conflict?	✓			Moderate
1.4	Could the project potentially involve or lead to risks to endangered species (e.g. reduction, encroachment on habitat)?		✓		
1.5	Could the project potentially involve or lead to impacts/risks to migratory wildlife?	✓			Negligible
1.6	Could the project potentially involve or lead to introduction or utilization of any invasive alien species of flora and fauna, whether accidental or intentional?		✓		
1.7	Could the project involve or lead to the handling or utilization of genetically modified organisms?		✓		
1.8	Could the project involve or lead to procurement through primary suppliers of natural resource materials?		✓		
RESOURCE EFFICIENCY AND POLLUTION PREVENTION⁴¹					
2.1	Could the project involve or lead to the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	✓			Negligible
2.2	Could the project involve or lead to primary not environmentally sustainable production of living natural resources? (Note: this includes the cultivation or rearing of plants or animals, including annual and perennial crop farming, animal husbandry (including livestock), aquaculture, plantation forestry, etc.)		✓		
2.3	Could the project involve or lead to engagement in areas of forestry, including the harvesting of natural forests, plantation development, and/or reforestation?	✓			Negligible

³⁹ The project Safeguard Specialist should have access to the comprehensive online and/or offline Climate Risk Screening Tool through the IFAD country office

⁴⁰ UN Biodiversity LAB: <https://www.unbiodiversitylab.org/about.html>, World Resource Institute : <https://resourcewatch.org/>, Global Forest Watch : <https://www.globalforestwatch.org/>

⁴¹ World Resource Institute : <https://resourcewatch.org/>

2.4	Could the project involve or lead to significant consumption of raw materials, energy, and/or water?	✓			Minor
2.5	Could the project involve or lead to significant extraction, diversion or containment of surface or ground water (e.g. construction of dams, reservoirs, river basin developments, groundwater extraction)?	✓			Minor
2.6	Could the project involve inputs of fertilizers and other modifying agents?	✓			Minor
2.7	Could the project involve or lead to procurement, supply and/or result in the use of pesticides on crops, livestock, aquaculture or forestry?	✓			Minor
2.8	Could the project be located in an area which is being, or has been, polluted by an external source (e.g. a mine, smelter, industry)?		✓		
2.9	Could the project involve livestock – extensive and intensive systems and animal products (dairy, skins, meat, etc.)?	✓			Negligible
CULTURAL HERITAGE⁴²					
3.1	Could the project be located in areas that are considered to have archaeological (prehistoric), paleontological, historical, cultural, artistic, and religious values or contains features considered as critical cultural heritage?		✓		
3.2	Could the project directly or indirectly affect indigenous peoples' rights, lands, natural resources, territories, livelihoods, knowledge, social fabric, traditions, governance systems, and culture or heritage (tangible and intangible)?	✓			Minor
3.3	Could the project involve or lead to significant excavations, demolitions, movement of earth, flooding or other environmental changes?		✓		
3.4	Could the project involve or lead to adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)		✓		
3.5	Could the project involve or lead to alterations to landscapes and natural features with cultural significance?		✓		
3.6	Could the project involve or lead to utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?		✓		
INDIGENOUS PEOPLES⁴³					
4.1	Could the project be sited in areas where indigenous peoples are present (including the project area of influence)?	✓			Minor
4.2	Could the project result in activities located on lands and territories claimed by indigenous peoples?	✓			Minor
4.3	Could the project result in impacts on the rights of indigenous peoples or to the lands, territories and resources claimed by them?	✓			Minor
4.4	Could the project result in the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?		✓		
4.5	Could the project lead to impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	✓			Moderate
LABOUR AND WORKING CONDITIONS⁴⁴					
5.1	Could the project operate in sectors or value chains that are characterized by working conditions that do not meet national labour laws or international commitments? (Note: this may include discriminatory practices, high gender inequality and the lack of equal opportunities, denial of freedom of association and collective bargaining, labour migrants)	✓			Minor
5.2	Could the project use or operate in a value chain where there have been reports of forced labour? (Note: Risks of forced labour may be increased for projects located in remote places or where the status of migrant workers is uncertain)	✓			Minor

⁴² UNESCO World Heritage List : <http://whc.unesco.org/en/list/>, Intangible Cultural Heritage: <https://ich.unesco.org/en/lists>

⁴³ International Work Group for Indigenous Affairs: <https://www.iwgia.org/en/>, UN Special Rapporteur on the rights of IP: <https://www.ohchr.org/EN/Issues/IPeoples/SRIIndigenousPeoples/Pages/SRIPeoplesIndex.aspx>

⁴⁴ ILO Statistics and Databases: <https://www.ilo.org/global/statistics-and-databases/lang--en/index.htm>, US Department of Labor Findings on the Worst Forms of Child Labour : <https://www.dol.gov/agencies/ilab/resources/reports/child-labor/findings>

5.3	Could the project involve children (a) below the nationally-defined minimum employment age (usually 15 years old) or (b) above the nationally-defined minimum employment age but below the age of 18 in supported activities or in value chains?	✓			Negligible
5.4	Could the project: (a) operate in a sector, area or value chain where producers and other agricultural workers are typically exposed to significant occupational and safety risks, and/or (b) promote or use technologies or practices that pose occupational safety and health (OSH) risks for farmers, other rural workers or rural populations in general? (Note: OSH risks in agriculture might include: dangerous machinery and tools; hazardous chemicals; toxic or allergenic agents; carcinogenic substances or agents; parasitic diseases; transmissible animal diseases; confined spaces; ergonomic hazards; extreme temperatures; and contact with dangerous and poisonous animals, reptiles and insects. Psychosocial hazards might include violence and harassment.)	✓			Negligible
COMMUNITY HEALTH, SAFETY AND SECURITY⁴⁵					
6.1	Could the project be at risk from water-borne or other vector-borne diseases (e.g. temporary breeding habitats), and/or communicable and non-communicable diseases?	✓			Minor
6.2	Could the project lead to unintended negative impacts on nutrition?		✓		
6.3	Is there a possibility of harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?		✓		
6.4	Could the project involve or lead to the construction or rehabilitation of dams?	✓			Minor
6.5	Could the project involve or lead to transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?		✓		
6.6	Could the project lead to adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?		✓		
6.7	Could the project lead to the potential for gender-based violence, including sexual harassment, exploitation and abuse, as a result of labour influx, land redistribution, or other actions that alter community dynamics?	✓			Minor
6.8	Could the project lead to increases in traffic or alteration in traffic flow?	✓			Negligible
6.9	Could the project lead to an influx of project workers?	✓			Negligible
6.10	Could the project involve or lead to the engagement of security personnel to protect facilities and property or to support project activities?		✓		
PHYSICAL AND ECONOMIC RESETTLEMENT					
7.1	Could the project result in temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?		✓		
7.2	Could the project result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?		✓		
7.3	Could the project present a risk of forced evictions?		✓		
7.4	Could the project result in impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	✓			Minor
FINANCIAL INTERMEDIARIES AND DIRECT INVESTMENTS					
8.1	Could the investment be granted to an institution that does not have an environmental and social policies and an associated environmental and social management system (ESMS) in place (transparent, publicly available)?		✓		
8.2	Could the investment be granted to an institution with insufficient capacities (i.e. unqualified personnel e.g. ES Officer) to implement the ESMS?		✓		
8.3	Could the investment be granted to an institution that does not have an Exclusion List?		✓		
8.4	According to the institution's portfolio classification: Could the institution have potential high-risk projects in their portfolio?		✓		
8.5	Is there evidence that the institution does not comply with the local legal framework?		✓		
8.6	Does the institution provide a stable communication channel with stakeholders and local communities (e.g. a Grievance Redress Mechanism)?		✓		

⁴⁵ **INFORM:** <https://drmkc.jrc.ec.europa.eu/inform-index/INFORM-Risk/Results-and.data/moduleId/1782/id/419/controller/Admin/action/Results>, **UN Women Global database on violence against women:** <https://evaw-global-database.unwomen.org/en>

8.7	Does the organization provide auxiliary or capacity building support services.		✓		

Consultation (comments from beneficiaries)

Overall evaluation of Environmental and Social Screening Exercises.

The results of the screening process would be either the proposed sub-projects would be exempted or subjected to further environmental and social assessment. The basis of these options is listed but not limited to the table below:

Review of Environmental Screening	Tick	Review of Social Screening	Tick
1. The project is cleared. No serious impacts. <i>(When all scores are “No” in form)</i>		1. The project is cleared. No serious social impact. <i>(Where scores are all “No”, “few” in form)</i>	
2. There is need for further assessment. <i>(when some scores are “Yes, Substantial/High” in form)</i>		2. There is need for resettlement/compensation. <i>(When some scores are “Yes, Substantial/High” in form)</i>	
3. Need to prepare ESIA, ESCMP, Waste Management Plan etc		3. Need to prepare RAP, Labour Management Plan etc	

Endorsement by Environmental Officer	Endorsement by Director of Planning and Development
Name	Name:
Signature: Date	Signature: Date:

NOTES:

5. The sub-project management shall ensure that a completed form is filed within project file immediately after endorsement. Department of Environment and should keep a duplicate.
6. Project Management Unit will maintain a copy of completed form

Annex 4: Climate Risk Screening

		Guiding questions	Yes/No	Comment
Hazard Identification	Expected Hazards⁴⁶			
	1	• Is the project area is affected by river floods		
	2	• Is the project area is affected by coastal floods		
	3	• Is the project area is affected by urban floods		
	4	• Is the project area is affected by landslides		
	5	• Is the project area is affected by cyclone		
	6	• Is the project area is affected by water scarcity (agricultural droughts and/or dry spells)		
	7	• Is the project area is affected by extreme heat		
	8	• Is the project area is affected by wildfires		
	Future Climate Scenarios foreseen (period 2040-2059) – Change in frequency and intensity⁴⁷			
	9	• Change in temperature (increase or decrease)		
	10	• Climate variability (larger or smaller)		
	11	• Intensity and frequency of extreme events (larger or smaller)		
	Impact of project on Climate Change			
	12	• Is the project expected to be a significant emitter of greenhouse gases?		
Exposure Assessment	Exposure of project area to weather-related natural hazards⁴⁸			
	13	• Is the project area exposed to low-lying areas (valleys, coastal zones, and small islands)		
	14	• Is the project area exposed to very warm areas (subtropical)		
	15	• Is the project area exposed to tropical areas (rainforests)		
	16	• Is the project area exposed to arid and semi-arid areas (deserts)		
	17	• Is the project area exposed to mountains zones and permafrost areas (tundra)		
	18	• Is the project area exposed to river banks		
	Does the project target agricultural systems, ecosystems or livelihoods exposed to weather-related hazards?⁴⁹			
	19	• Is crop production frequently affected by rainfall variability, prolonged droughts, changes in temperature or pests and diseases?		
	20	• Is livestock productivity frequently affected by rainfall variability, prolonged droughts, changes in temperature or diseases?		
	21	• Are fisheries frequently affected by ocean acidification, water salinity and changes in sea surface temperature due to ocean-atmospheric oscillations or climate change?		
	22	• Is forest productivity frequently affected by		

⁴⁶ Thinkhazardtool

⁴⁷ World Bank CCKP

⁴⁸ Project design mission assessment

⁴⁹ PDTs should engage in stakeholder interviews or look at publicly available sources of information such as research by national meteorological authorities, national climate strategies and frameworks (e.g. NDCs, NAPs, National Communications to the UNFCCC), national agriculture and climate change action plans

		wildfires, diseases, rainfall variability, prolonged droughts, or changes in temperature?		
	23	• Is the biodiversity in the project area likely to be affected by changes in climate variables?		
	24	• Is any stage of the agricultural value chain (production, storage, processing and marketing) exposed to climate related hazards?		
	25	• Is any rural infrastructure likely to be affected by flooding, landslides, changes in temperatures, and extreme winds.		
Sensitivity Assessment	What are key sensitivities for the populations in the project's areas of intervention? ⁵⁰			
	26	• Is conflict exacerbating the population's sensitivity to weather related hazards?		
	27	• Is population displacement being exacerbated by climate change impacts?		
	28	• Are diseases (e.g. COVID-19, malaria, cholera) increasing the population's vulnerability and affecting their capacity to address potential weather-related hazards?		
	29	• Is the income of the target population predominately coming from agriculture?		
	30	• Are social inequalities (e.g. based on gender, youth, indigenous persons and other marginalized groups) being exacerbated by climate change?		
	31	• Is the Human Development Index (HDI) equal to or below 0.6?		
	32	• Is the Multidimensional Poverty Index (MPI) equal to or above 0.1?		
Adaptive Capacity	What are key adaptive capacities in the areas of project intervention? ⁵¹			
	33	• Is the country well ranked in the Disaster risk reduction progress score?		
	34	• Are climate and weather information services (real-time weather data, seasonal forecasts etc.) effectively being delivered (through radio, TV, SMS, extension services etc.) to farmers, rural dwellers, and end users?		
	35	• Does the project country have an early action plan (preparedness and emergency response) to mitigate the impacts of weather-related hazards once the shock occurs?		
	36	• Does the government or other institutions support the target population/communities with the necessary social and economic resources to prepare for or respond to climate-related events?		
	37	• Is the target community carrying out (using their own means) agricultural adaptation?		

⁵⁰ INFORM Risk Index, WB CCKP

⁵¹ Ibid

	38	Does the target population have the economic means or support to adjust or adapt their activities in response to weather related shocks?		
	39	Do policies/mechanisms exist that make financial credit, loans, and agricultural insurance available?		
	40	Are rural infrastructures effectively delivering services to farmers and rural dwellers?		
Guidance on Climate Risk category				
Low/No Risk	No action required but recommended to monitor risk throughout the project development.			
Moderate Risk	Additional screening, studies and consultations are recommended literature review of climate assessments is required to ensure that the risks identified are fully understood and addressed in the project design. Follow guidance on more detailed risk assessment			
Substantial Risk	Targeted Adaptation Assessment is required in order to adequately identify measures to reduce risks. Measures to manage or reduce climate risks should be identified and applied.			
High Risk	Detailed Vulnerability Impact and Adaptation Assessments are mandatory in order to adequately identify measures to reduce risks. Measures to manage or reduce climate risks should be identified and applied.			

Annex 5: Environmental and Social Guidelines for Contractors

The guidelines:

- covers provisions for proper management of construction sites, safe storage of construction materials and safe disposal of wastes.
- Will be included in the bidding documents and eventually be part of the contract document.

General Considerations

- The contractor in all his activities ensure maximum protection of the environment and the socio-economic wellbeing of the people affected by the project, whether within or outside the physical boundaries of the project area.
- Before any construction works begin, the contractor shall ensure that the relevant environmental and land acquisition certificates of authorization for the works have been obtained from the relevant authorities
- In general, the contractor should become familiar with the environmental and social screening process for this project. The contractor shall work in cooperation and in coordination with the Project Management Team and/or any other authority appointed to perform or to ensure that the social and environmental work is performed according to the provisions of the safeguards documents.
- The contractor shall pay close attention to health and safety requirements for workers who must wear protective clothing if required. The artisan should also ensure the health and safety of the community adjoining any construction areas.
- In case of a chance finds of archaeological materials the contractor must adhere to the chance-find procedures, which will also be part of the contract.
- The contractor shall always keep on site and make available to Inspectors or any authorized persons, copies of the ESCMPs, GRM, and TAA etc, for the monitoring and evaluation of environmental and social impacts and the level or progress of their mitigation.
- The contractor shall ensure that construction materials such as sand, quarry stone, soils or any other construction materials are acquired from approved suppliers and that the production of these materials by the suppliers or the contractor does not violate the environmental regulations or procedures. The contractor will restore any extraction sites prior to completing works. Site restoration is considered as part of works.
- The movement and transportation of construction materials to and within the construction sites shall be done in a manner that generates minimum impacts on the environment and on the community, as required by the ESCMP.
- Construction materials shall be stored in a manner to ensure that:
 - There is no obstruction of service roads, passages, driveways, and footpaths.
 - Where it is unavoidable to obstruct any of the service paths, the contractor shall provide temporary or alternate by-passes without inconveniencing the flow of traffic or pedestrians.
 - There is no obstruction of drainage channels and natural water courses.
 - There is no contamination of surface water, ground water or the ground.
 - There is no access by public or unauthorized persons, to materials and equipment storage areas.
 - There is no access by staff, without appropriate protective clothing, to materials and equipment storage areas.

- Access by public or unauthorized persons, to hazardous, corrosive, or poisonous substances including asbestos lagging, sludge, chemicals, solvents, oils or their receptacles such as boxes, drums, sacks and bags is prohibited.
- Access by staff, without the appropriate protective clothing, to hazardous, corrosive, or poisonous substances including asbestos lagging, sludge, chemicals, solvents, oils or their receptacles such as boxes, drums, sacks and bags is prohibited.
- Construction waste includes but is not limited to combustion products, dust, metals, rubble, timber, water, wastewater, and oil. Hence construction waste constitutes solid, liquid, and gaseous waste and smoke.
- In performing his activities, the contractor shall use the best practical means for preventing emissions of noxious or offensive substances into the air, land, and water. He shall make every effort to render any such emissions (if unavoidable) inoffensive and harmless to people and the environment. The means to be used for making the emissions harmless or for preventing the emissions shall be in accordance with the ESCMPs and with the approval of the relevant Local Authority or Environmental Department.
- The contractor shall comply with the regulations for disposal of construction/demolition wastes, wastewater, combustion products, dust, metals, rubble, and timber. Wastewater treatment and discharge will conform to the applicable regulations by the relevant guidelines.
- Asbestos wastes, PCBs and other hazardous wastes shall be treated and disposed of in conformity with the national regulations and IFAD standards where applicable, with the supervision of qualified personnel.
- The contractor shall protect the health and safety of workers by providing the necessary and approved protective clothing (to include at a minimum safety boots (with steel toe cap), hard hat and high visibility vest. Eye and ear protection will be required if operating power tools and dust masks if mixing concrete on site) and by instituting procedures and practices that protect the workers from dangerous operations. The contractor shall be guided by and shall adhere to the relevant national Labour Regulations for the protection of workers. Appropriate information and awareness on HIV/AIDS shall be conducted at each construction site.

Annex 6: Guideline for the preparation of site specific ESCMP

ESCMPs should demonstrate that proposed environmental and social management and monitoring activities will encompass all major impacts and how they will be integrated into supervision. The ESCMP should also describe proposed measures, methods, and actions to facilitate public consultation. It is important that the ESCMP identify linkages to other social and environmental safeguards plans relating to the proposed project activities such as plans dealing with resettlement issues. ESCMPs should be finalized and approved after taking into account comments from Department of Environment. The IFAD safeguards team will review and provide comments on draft site-specific instruments (if required) and monitor the safeguards compliance. Given below are the important elements that constitute an ESCMP:

- i) **Description of the subproject:** Scale nature and type of proposed project activity implemented under the proposed programs are summarized.
- ii) **Description of Proposed project area:** The Biophysical and social environmental setting of the specific Proposed project activity are summarized
- iii) **Impacts:** Predicted adverse environmental and social impacts (and any uncertainties about their effects) for which mitigation is necessary should be identified and summarized.
- iv) **Description of Mitigation Measures:** Each measure should be briefly described in relation to the impact(s) and conditions under which it is required. These should be accompanied by and/or referenced to designs, development activities, operating procedures, and implementation responsibilities. Proposed measures and actions to facilitate public consultations should be clearly described and justified. Feasible and cost-effective measures to minimize adverse impacts to acceptable levels should be specified with reference to each impact identified. Further, the ESCMP should provide details on the conditions under which the mitigation measure should be implemented. The ESMP should also indicate the various practicable measures applicable to the proposed project activity at each project phases (design, construction and/or operation). Efforts should also be made to mainstream environmental aspects wherever possible.
- v) **Description of monitoring program:** The ESCMP identifies monitoring objectives and specifies the type of monitoring required; it also describes performance indicators which provide linkages between impacts and mitigation measures identified in the ESA report, parameters to be measured (for example: national standards, extent of impacted area to be considered, etc.), methods to be used, sampling location and frequency of measurements, and definition of thresholds to signal the need for corrective actions. Monitoring and supervision arrangements should be agreed by IFAD and the client to ensure timely detection of conditions requiring remedial measures in keeping with best practice; provide information and the progress and results of mitigation and institutional strengthening measures; and, assess compliance with National and IFAD environmental safeguard policies
- vi) **Institutional arrangements:** Institutions responsible for implementing mitigation measures and for monitoring their performance should be clearly identified. Where necessary, mechanisms for institutional coordination should be identified, as often, monitoring tends to involve more than one institution. This is especially important for requiring cross-sectoral integration. In particular, the ESCMP specifies who is responsible for undertaking the mitigation and monitoring measures, e.g., for enforcement of remedial actions, monitoring of implementation, training, financing, and reporting. Institutional arrangements should also be crafted to maintain support for agreed enforcement measures for environmental protection. Where necessary, the ESCMP should propose strengthening the relevant

agencies through such actions as establishment of appropriate organizational arrangements; appointment of key staff and consultants.

- vii) **Implementing schedules:** The timing, frequency and duration of mitigation measures and monitoring should be included in an implementation schedule, showing phasing and coordination with procedures in the overall implementation/operations manual. Linkages should be specified where implementation of mitigation measures is tied to institutional strengthening and to the legal agreements.
- viii) **Reporting procedures:** Feedback mechanisms to inform the relevant parties on the progress and effectiveness of the mitigation measures and monitoring itself should be specified. Guidelines on the type of information required and the presentation of feedback information should also be highlighted.
- ix) **Cost estimates and sources of funds:** Implementation of mitigation measures mentioned in the ESCMP will involve an initial investment cost as well as recurrent costs. The ESCMP should include cost estimates into the design, bidding and contract documents to ensure that the contractors will comply with the mitigation measures. The costs for implementing the ESCMP will be included in the design, as well as in the bidding and contract documents. It is important to capture all costs – including administrative, design and consultancy, and operational and maintenance costs – resulting from meeting required standards or modifying design.

For each potential impacts of the proposed project activity, corresponding mitigation measures, and who is responsible for implementation is indicated. For each potential environmental and social impact, there can be more than one mitigation measure. Responsibility for implementation of mitigation measures will typically rest with the contractor or beneficiary during construction and operation of the proposed activities.

The monitoring section of the ESCMP prescribes indicators for monitoring the environmental and social impact and the effects of mitigation measures. The responsibility for this will typically rest with the PMU in collaboration with the respective pertinent institutions. A template for ESCMP is depicted in below.

Environmental and Social Management Plan Template for the proposed project activities

Identification:					
Name					
Province		Municipality		Communa	
Section/Village		Location GPS coordinates			

Description of the Proposed project activity:
Description of potential environmental and social impacts;
Description of planned mitigation measures and monitoring along with institutional responsibilities and capacity/training requirements

Environmental, Social and Climate Management Plan-Mitigation					
Project Phase	Project activity	Environmental Impacts	Mitigation/ enhancement measures	Institutional responsibilities	Cost
Planning					
Operation and maintenance					
Total mitigation costs					

Environmental, Social and Climate Management Plan-Monitoring							
Project Phase	Mitigation measures	Parameters to be monitored	location	measurements	frequency	Institutional responsibilities	Cost
Planning Activities							
Operation and maintenance/ activities							
Total monitoring costs							

Annex 7: Sample Terms of Reference (ToR) for ESIA Preparation

Based on the screening and scoping results, ESIA terms of reference will be prepared. The terms of reference will have the following contents. *Please refer to the Guideline Series Documents for Reviewing Environmental Impacts Study Reports (EPA, 2003) for detail information on contents and descriptions of ESIA report (EPA, 2003).*

- I. **Objective of the TOR:** This section should state the scope of the ESIA in relation to the screening category and the proposed program activities. It needs to stipulate the process and the timing of the ESIA preparation and implementation stages in order to adequately address the safeguards requirements of the GoA and the IFAD.
- II. **Introduction and Context:** The ToR needs to provide information on program activity objective, the name of the program activity proponent, the rationale for conducting the ESIA, specific components of the program activity, program activity area with location map, short briefing of social and environment of settings and applicable national and international safeguard policies.
- III. **Location of the study area and likely major impacts:** State the area involved and the boundaries of the study area for the assessment. Identify adjacent or remote areas which should be considered with respect to impacts of particular aspects of the program activity.
- IV. **Mission/Tasks:** The ESIA study team/consultant should clearly execute the following tasks.

Task A: Description of the proposed program activity: Describe the location, size and nature of the program activity, environmental assessment category, brief description of program activity alternatives, time schedule for phasing of development (i.e. preconstruction, construction, operation/maintenance, decommissioning), and resources (finance, human, material and technology) required for the program activity, among others.

Task B: Baseline information/Biophysical and social-economic description: Describe the baseline/biophysical and socio-economic characteristics of the environment where the program activity will be implemented; and area of influence. Include information on any changes anticipated before the program activity commences.

Task C: Administrative and legal Policy framework: In addition to the required administrative and institutional setup for the implementation of the program activity, this part needs to identify pertinent policies, regulations and guidelines pertinent to the study that include:

- ✓ National laws and/or regulations on environmental and social assessments;
- ✓ Regional environmental and social assessment regulations;
- ✓ Environmental and social assessment regulations of any other financing organizations involved in the program activity;
- ✓ Relevant international environmental and social agreements/conventions to which Ethiopia is a party; and,
- ✓ IFAD safeguards policies.

Task D: Identification of potential impacts of the program activity: Identify all potential significant impacts that the program activity is likely to generate. Assess the impacts from changes brought about by the program activity on baseline environmental conditions as described under Task B. The analysis should address both the positive and negative impacts of the program activity. Wherever possible, describe impacts quantitatively, in terms of

environmental and social costs and benefits.

Task E: Propose Program activity alternatives: Alternatives extend to site, design, technology selection, construction techniques and phasing, and operating and maintenance procedures. Compare alternatives in terms of potential environmental and social impacts; capital and operating costs; suitability under local conditions; and institutional, training, and monitoring requirements.

Task F: Preparation of an Environmental and Social Management Plan (ESMP): Describe the mitigation measures for adverse environmental and social impacts, staffing/institutional and training requirements, schedules, and other necessary support services to implement the mitigating measures. Provide environmental and social protection clauses for application by contractors and consultants, if any. The ToR should state that the concerned and affected parties should agree on the proposed mitigating measures before they are included in the ESMP.

Task G: Monitoring Plan: This organizes a comprehensive plan to monitor the implementation of mitigating measures and the impacts of the program activities. It should also address an estimate of capital and operating costs and a description of other inputs (such as training and institutional strengthening) needed to implement the plan.

V. Qualification of the ESIA study team/Consultant: The ToR should provide clear guidance on the qualification of the ESIA study team.

VI. Duration of the ESIA Study: This should be determined according to the type of the program activity.

VII. Preparation of the final Report: The ESIA study team/consultant will produce the final report one week after receiving comments from program activity proponent and concerned stakeholders. The final report will include comments from these institutions.

VIII. Suggested Contents of the ESIA Report: Please refer to the “Guideline Series Documents for Reviewing Environmental Impacts Study Reports” (EPA, 2003) to get detail information on the contents of ESIA report (EPA, 2003). The contents of the ESIA report should contain the following elements.

- Executive Summary;
- Introduction;
- Methodology;
- Administrative, legal and policy requirements;
- Description of program activity (need, objectives, technical details, size, location input and other relevant requirements);
- An outline of the main development alternatives;
- Description of baseline information/environmental and socio-economic conditions;
- An account of the prediction and assessment of each impact at all stages of the program activity cycle for each alternative;
- Description of the methodology and techniques used in assessment and analysis of the program activity impacts;
- Description of environmental and social impacts for program activity;
- Environmental and Social Management Plan (ESMP) for the project including the proposed mitigation measures;
- Institutional responsibilities for monitoring and implementation; Summarized table for ESMP;
- Conclusions and recommendations;
- References; and,

- Appendixes:
 - ✓ List of Persons/Institutions met;
 - ✓ List of the ESIA study team members; and,
 - ✓ Minutes of consultations.

Annex 8: Guidelines for Annual Reviews and Annual Audits

Objectives: The objectives of annual reviews and annual audits of the ESCMP implementation are two-fold:

- a) *To assess Project performance in complying with ESCMP procedures, learn lessons, and improve future performance; and*
- b) *To assess the occurrence of, and potential for, cumulative impacts due to PRODESA funded and other development activities.*

The annual reviews and annual audits are intended to be used by PRODESA management to improve procedures and capacity for integrating natural resources and environmental/social management into project operations. They will also be a principal source of information to IFAD supervision missions.

Audits will be done bi-annually whilst reviews will be done annually after every annual report is produced

An audit is different from a review. In a review, the auditor conducts analytical procedures and makes inquiries to ascertain whether the information contained within the annual report is correct. The result is a limited level of assurance that the annual report being presented does not require any material modifications. In an audit, the auditor must corroborate the information in the annual report. This calls for a thorough examination of all the documentation leading to the annual report, Confirmations from beneficiaries, physical inspections of sub-projects and other procedures as needed.

Thus, the audit gives a higher level of assurance that the annual report is fairly presented. An audit also requires a significant amount of time and effort to complete and thus audits are much more expensive than reviews.

The following is an outline of the scope of work and impacts of these audits. Note that if it is an audit, more detailed work will be needed but if it is a review, information provided in the annual reports will be sufficient:

Scope of Work: ESCMP Performance Assessment

The overall scope of the performance assessment work is to:

- a) Assess the adequacy of the sub-project approval process and procedures based on interviews with project participants, project records, and the environmental and social performance of a sample of approved sub-projects.
- b) Assess the adequacy of ESCMP roles and responsibilities, procedures, forms, information resource materials, etc.
- c) Assess the needs for further training and capacity building.
- d) Identify key risks to the environmental and social sustainability of sub-projects; and
- e) Recommend appropriate measures for improving ESCMP performance.

The following tasks will be typical:

- a) Review district records of sub-projects preparation and approval (e.g., applications; screening checklists; site specific ESCMPs, appraisal forms; approval documents), monitoring reports as well as related studies or reports on wider issues of natural resources and environmental management in the country.
- b) On the basis of this review, conduct field visits of a sample of approved sub-projects to assess the completeness of planning and implementation work, the adequacy of

environmental/social design, and compliance with proposed mitigation measures. The sample should be large enough to be representative and include a substantial proportion of sub-projects that had (or should have had) a field appraisal according to established ESCMP criteria. Sub-projects in sensitive natural or social environments should especially be included.

- c) Interview project and district officials responsible for sub-projects appraisal and approval to determine their experience with ESCMP implementation, their views on the strengths and weaknesses of the ESCMP process, and what should be done to improve performance. Improvements may concern, for example, the process itself, the available tools (e.g., guidelines, forms, and information sheets), the extent and kind of training available, and the number of financial resources available.
- d) Develop recommendations for improving ESCMP performance.

Cumulative Impacts Assessment

This part of the annual review or annual audit assesses the actual or potential cumulative impacts of sub-projects with other sub-projects or development initiatives on the environment, natural resources, and community groups. Cumulative impacts result from several individual small-scale activities that, on their own, have minimal impacts, but over time and in combination generate a significant impact. For example:

- * Decline in groundwater levels or quality due to the construction of numerous wells and the introduction of numerous small-scale irrigations works.
- * Overwhelmed or illegal waste and dumping sites due to the inappropriate disposal of increasing amounts of waste materials.

The function of this assessment is primarily as an "early warning" system for potential cumulative impacts that might otherwise go undetected and unattended to. It will be largely based on the observations of people interviewed during the field work, and trends that may be noticed by district or regional officials. Where cumulative impacts are detected or suspected, recommendations will be made to address the issue, perhaps through more detailed study to clarify matters and what should or can be done about them.

Qualifications for Undertaking Annual Reviews:

The reviews and annual audits should be undertaken by an individual or small team with training and experience relevant to the likely issues to be encountered (e.g., environmental, and natural resources management and land acquisition and resettlement). They should also be familiar with the methods and practices of effective community consultation, and with typical methods and processes for preparing, appraising, approving, and implementing small-scale community development projects.

Timing:

Annual reviews and annual audits should be undertaken after the annual monitoring report has been prepared and before IFAD supervision of the project, at the closing of each year of the project. It is expected that each review would require 3-4 weeks of field work (interviews, examination of sub-projects), and that the review report would be completed within 2 weeks of completing the field work.

Outputs:

The principal output is an **annual review or audit report** that documents the review methodology, summarizes the results, and provides practical recommendations. Distinct sections should address a) ESCMP performance and b) cumulative impacts. Annexes should provide the detailed results of the field work and summarize the number of approved sub-

projects by district and their characteristics according to the annual report format (see Annex 5). Copies of the annual review report should be delivered to the ministry and PRODESA Technical Committee, for appraisal, approval, and implementation of sub-projects, and to IFAD. The Technical Review Panel may also want to host national or Sub-national workshops to review and discuss the review findings and recommendations.

Annex 9: Guidelines for Annual Report

Name of the Project: PRODESA

Application Number:

1. Name of Province and Local Government:
2. Name and Position of Review Authority Completing the Annual Report:
3. Reporting Year:
4. Date of Report:
5. Community Sub-project (s):

Please enter the numbers of sub-projects in the following table.

Types of Activities	Approved this year	Application included an ESMP checklist		Mangrove Management	Water Quality analysis and monitoring	Stakeholder Engagement	Catchment management	Specific TA
			Field Appraisal					
Water point rehabilitation								
Earth dam rehabilitation								
Community reservoirs								
Small dams								
Tertiary/secondary roads								
Tertiary/secondary road culverts/bridges								
Footpaths								
	Fisheries and markets							
Terracing								
Fish-processing facilities								
Post-harvest handling facilities								
Market places								
	Natural resources management							
Anti-erosion interventions and vegetation restoration								
Catchment, Stream, and riverbank protection								

6. Were there any **unforeseen environmental or social problems** associated with any sub-project approved and implemented this year? If so, please identify the sub-project (s) and summarize the problem (s) and what was or will be done to solve the problem (s). Use a summary table like the one below.

Sub-project	Problem(s)	Actions taken	Actions to be taken

7. Have any **other environmental or social analyses** been carried out by other public or private agencies in your district/province? If so, please describe them briefly.

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8. Have you noticed any problems **with implementing the ESMP** in the past year (e.g., administrative, communications, forms, capacity)? If so, please describe them briefly.

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9. **Training:** Please summarize the training received in your district/province in the past year, as well as key areas of further training you think is needed.

Group	Training Received	Training Needed
Review Authority		
Approval Authority		
Extension Teams		
NGOs/Associations		