
Rapport du Président**Proposition de prêt****Programme adaptatif par phases – Phase 1****République d'Angola****Programme de développement durable au profit de
l'agriculture familiale de subsistance**Numéro du projet: 2000003951

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POUR: APPROBATION**Mesures à prendre:** Le Conseil d'administration est invité à approuver la recommandation telle qu'elle figure au paragraphe 77.

Questions techniques:**Custodio Mucavele**Directeur de pays
Division Afrique orientale et australe
courriel: c.mucavel@ifad.org**Sara Mbago-Bhunu**Directrice régionale
Division Afrique orientale et australe
courriel: s.mbago-bhunu@ifad.org

Table des matières

Carte de la zone du programme	ii
Résumé du financement	iii
I. Contexte	1
A. Contexte national et justification de l'intervention du FIDA	1
B. Enseignements à retenir	2
II. Description du programme	3
A. Objectifs, zone d'intervention et groupes cibles	3
B. Composantes, effets directs et activités	5
C. Théorie du changement	6
D. Alignement, appropriation et partenariats	6
E. Coût, avantages et financement	7
III. Gestion des risques	12
A. Risques et mesures d'atténuation	12
B. Catégorie environnementale et sociale	12
C. Classement au regard des risques climatiques	12
D. Soutenabilité de la dette	13
IV. Exécution	13
A. Cadre organisationnel	13
B. Planification, suivi-évaluation, apprentissage, gestion des connaissances et communication	14
C. Plans d'exécution	15
V. Instruments et pouvoirs juridiques	16
VI. Recommandation	16
 Appendices	
I. Negotiated financing agreement	
II. Logical framework	
III. Integrated programme risk matrix	
IV. Phase assessment criteria	

Équipe d'exécution du programme

Directrice régionale:	Sara Mbago-Bhunu
Directeur de pays:	Custodio Mucavele
Responsable technique:	Rikke Olivera
Responsable des finances:	Sengul James
Spécialiste climat et environnement:	Zira Mavunganidze
Juriste:	Felister Munyua

Carte de la zone du programme



Les appellations employées et la présentation des données n'expriment aucune position particulière du FIDA quant au tracé des frontières ou limites ni aux autorités concernées.

Carte établie par le FIDA | 23/09/2024

Résumé du financement

Institution initiatrice:	FIDA
Emprunteur:	République d'Angola
Organisme d'exécution:	Ministère de l'agriculture et des forêts
Coût total du programme par phases:	132,00 millions d'USD
Coût total de la première phase:	73,00 millions d'USD
Montant du premier prêt du FIDA [Système d'allocation fondé sur la performance (SAFP)]:	33,54 millions d'USD
Conditions du premier prêt du FIDA:	Ordinaires, assorties d'un délai de remboursement maximal de 30 ans, y compris un différé d'amortissement maximal de 8 ans, avec une échéance moyenne de remboursement de 18 ans, à un taux d'intérêt correspondant au taux de référence du FIDA et incluant la marge variable.
Montant du deuxième prêt du FIDA [Mécanisme d'accès aux ressources empruntées (MARE)]:	5,00 millions d'USD
Conditions du deuxième prêt du FIDA:	Ordinaires, assorties d'un délai de remboursement maximal de 30 ans, y compris un différé d'amortissement maximal de 8 ans, avec une échéance moyenne de remboursement de 18 ans, à un taux d'intérêt correspondant au taux de référence du FIDA et incluant la marge variable.
Contribution de l'emprunteur:	7,57 millions d'USD
Contribution des bénéficiaires:	1,62 million d'USD
Déficit de financement:	25,26 millions d'USD (concerne uniquement la première phase)
Plafond de financement total par le FIDA pour l'ensemble des phases (à l'exclusion de la première phase):	59,00 millions d'USD
Montant du financement du FIDA (action climatique):	28,98 millions d'USD (dont 0,83 million d'USD sous forme de complément de financement pour le climat)
Institution coopérante:	FIDA

I. Contexte

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

Contexte national

1. **Contexte politique et économique.** La République d'Angola a connu de profonds bouleversements politiques depuis la fin de la guerre civile, en 2002. En dépit de récentes avancées dans la lutte contre la corruption, le pays continue de se heurter aux difficultés nées des insuffisances en matière de gouvernance. L'économie nationale repose en grande partie sur le pétrole, dont la fluctuation des cours sur les marchés internationaux est source d'incertitude pour le pays. Si des mesures ont été engagées en faveur de la diversification économique, des défis subsistent néanmoins, au premier rang desquels la forte inflation et l'instabilité économique.
2. **Contexte social.** L'Angola présente des niveaux particulièrement élevés de pauvreté et d'inégalité, avec un coefficient de Gini se chiffrant à 51,3, l'une des valeurs les plus élevées au monde. Le taux de chômage des jeunes s'élève à 58%. Bien que des programmes de protection sociale aient été mis en place, les avancées concrètes tardent à se faire sentir.
3. Dans un contexte de sortie de conflit, le pays oriente désormais ses priorités vers la diversification économique et la stabilité sociale. La prise en compte des séquelles des conflits, notamment pour ce qui est de la gouvernance des ressources naturelles, est une condition essentielle au renforcement de la résilience. Plus de la moitié de la population de l'Angola vit avec moins de 2,15 USD par jour, les zones rurales étant les plus touchées. L'Angola fait face à des défis majeurs en matière de sécurité alimentaire, lesquels sont liés à la forte dépendance du pays à l'égard des importations, aux changements climatiques et à l'intensification des phénomènes météorologiques extrêmes (notamment la sécheresse). L'action en faveur de l'amélioration de la sécurité alimentaire doit donc donner la priorité à la hausse de la productivité agricole et à l'appui aux petits exploitants agricoles. À ce jour, seulement 10% des terres arables sont mis en culture, le déminage n'étant pas encore achevé dans certaines zones rurales. Les petits producteurs assurent environ 80% de la production agricole; la redynamisation de la petite agriculture est donc une condition indispensable à la diversification de l'économie et à l'amélioration de la sécurité alimentaire.
4. Le Plan national de développement 2023-2027 met l'accent sur la promotion de la diversification économique, sur la réduction des inégalités et sur la modernisation des infrastructures. Les principaux enjeux stratégiques portent sur le renforcement de la protection sociale et sur la mise en place de stratégies de diversification efficaces. La Stratégie de développement à long terme établie pour l'Angola (2025) vise à faire reculer la pauvreté et à renforcer la sécurité alimentaire par un appui au développement rural et au secteur agricole, l'accent étant mis sur le développement durable et sur l'autonomisation des populations rurales. La stratégie nationale relative aux changements climatiques a quant à elle pour objectif de renforcer la résilience et de promouvoir les pratiques environnementales durables.
5. Dans le cadre de son développement, l'Angola bénéficie de l'appui d'acteurs stratégiques comme la Banque africaine de développement (BAfD), la Banque mondiale et les organismes des Nations Unies.

Aspects particuliers relatifs aux thématiques transversales prioritaires du FIDA

6. Le Programme de développement durable au profit de l'agriculture familiale de subsistance (PRODESA) aborde plusieurs thématiques transversales, notamment la nutrition, les questions relatives à la jeunesse, ainsi que le financement de l'action climatique. Les indicateurs de base imposés relatifs aux produits et aux effets directs sont intégrés au programme et inscrits dans son cadre logique.

Conformément aux engagements du FIDA en matière de transversalisation, le programme a été validé comme:

- ☐ incluant un financement climatique;
- ☐ tenant compte des enjeux nutritionnels;
- ☐ axé sur les jeunes;
- ☒ incluant des activités relatives à la capacité d'adaptation.

Justification de l'intervention du FIDA

7. L'intervention du FIDA dans le cadre du PRODESA s'inscrit dans une réponse aux principaux défis rencontrés par les petits exploitants agricoles dans l'est de l'Angola, notamment l'insécurité alimentaire et nutritionnelle, la vulnérabilité climatique et l'accès limité aux marchés. Le programme est conforme au Plan national de développement de l'Angola, qui accorde la priorité à la diversification économique et au développement rural. Les compétences techniques dont jouit le FIDA dans les domaines de l'agriculture climato-résiliente, du renforcement des capacités et des écoles pratiques d'agriculture permettront au programme de gagner en efficacité. Ciblant en priorité les zones insuffisamment desservies, le PRODESA tirera parti des projets existants et engagera un processus de planification participative pour adapter les interventions aux spécificités locales. L'approche programmatique adaptative en plusieurs phases favorisera l'apprentissage et l'adaptation, conditions essentielles pour parvenir à un développement durable. Axé sur les groupes vulnérables – en particulier les femmes, les jeunes et le peuple San (un groupe autochtone nomade) –, le PRODESA promeut une croissance inclusive. Grâce à ses partenariats solides, à l'alignement de son action avec les objectifs nationaux et internationaux, ainsi qu'à son approche intégrée du développement, le FIDA est idéalement positionné pour mener à bien ce programme, qui contribuera à améliorer la productivité agricole, à renforcer la résilience et à favoriser une croissance économique inclusive.

B. Enseignements à retenir

8. **Ciblage inclusif.** Un ciblage efficace requiert la participation active des groupes vulnérables. Dans ce cadre, le PRODESA financera des cours d'alphabétisation et des activités d'éducation nutritionnelle, tout en promouvant l'autonomisation économique des femmes par le développement des microentreprises et des petites et moyennes entreprises. Le programme comprend une sous-composante spécifiquement consacrée au peuple San, afin que leurs besoins particuliers soient dûment pris en compte dans la mise en œuvre. Les enseignements tirés du Projet de renforcement de la résilience des petits agriculteurs (SREP) et du Projet de développement et de commercialisation en faveur des petites exploitations agricoles dans les provinces de Cuanza Sul et Huila montrent tout l'intérêt de mettre en place des stratégies de ciblage inclusives.
9. **Adaptation aux changements climatiques et accès au foncier.** L'impératif de durabilité nécessite que l'on consacre une attention prioritaire à l'adaptation aux changements climatiques et à la gestion des terres. Le PRODESA permettra de formaliser les droits d'utilisation des terres en amont de la mise en œuvre des investissements, ce qui permettra de garantir la durabilité et de favoriser une croissance à long terme.
10. **Écoles pratiques d'agriculture.** Ces écoles sont un levier pour le renforcement des capacités techniques, l'autonomisation sociale et l'adoption de pratiques améliorées. Le PRODESA s'appuiera sur ces établissements pour aider les groupements à se structurer en coopératives commerciales et à gérer les fonds communautaires.

11. **Participation multipartite et établissement de liens avec les marchés.** La participation des institutions publiques, du secteur privé, des organisations non gouvernementales et des groupes communautaires est indispensable pour susciter la mobilisation effective des filières. Le PRODESA prévoit également d'établir des liens commerciaux, l'objectif étant d'encourager l'adoption de pratiques améliorées et d'accroître le rendement des investissements.
12. **Simplicité de la conception du programme.** Il est essentiel de définir de manière précise la structure et les articulations entre les différentes composantes. Tel qu'il est conçu, le PRODESA présente une séquence d'activités cohérente et réalisable, qui permet de tenir compte des difficultés rencontrées dans le cadre du SREP.
13. **Renforcement des capacités des pouvoirs publics.** Le renforcement des institutions publiques, qui sera assuré grâce au développement des capacités en matière de vulgarisation agricole et de gestion, est un pilier du PRODESA. Les enseignements tirés du portefeuille d'activités du FIDA seront mobilisés pour appuyer cette démarche.
14. **Création de synergies avec d'autres investissements.** Le PRODESA sera mis en œuvre en coordination avec d'autres initiatives financées par des bailleurs de fonds, dans une optique de complémentarité entre les avantages et les priorités des différents investissements.
15. **Enseignements motivant la mise en œuvre du programme adaptatif par phases.** L'approche retenue permet d'articuler l'intervention sur une période de 11 ans, une stratégie qui laisse toute leur place à l'apprentissage et à l'adaptation. Les capacités voulues étant mises en place dans un premier temps, les interventions concluantes seront élargies dans un deuxième temps, ce qui permet de gagner en souplesse et en capacité d'adaptation. L'approche à long terme devrait permettre de mobiliser des cofinanceurs et de contribuer à la réalisation d'objectifs financiers ambitieux.

II. Description du programme

A. Objectifs, zone d'intervention et groupes cibles

16. Le PRODESA a pour **objectif général** d'améliorer la sécurité alimentaire et nutritionnelle des petits exploitants agricoles dans la zone ciblée et d'accroître les revenus qu'ils tirent des activités agricoles en leur donnant les moyens d'établir des liens avec les marchés agroalimentaires.
17. L'**objectif de développement du programme** est d'accroître la sécurité alimentaire et nutritionnelle, ainsi que les revenus des petits exploitants agricoles et des groupes issus de minorités ethniques, tout en renforçant leur résilience aux effets des changements climatiques (notamment la sécheresse), et aux autres chocs et facteurs de tensions. Cet objectif sera atteint grâce au perfectionnement des connaissances techniques en matière de production, à l'apport d'un appui aux exploitants en vue d'élargir leur accès au financement agricole, et à l'investissement dans des activités à visée commerciale, une démarche qui sera facilitée par des mesures ciblées en faveur de l'entrepreneuriat et par des investissements dans les infrastructures locales.

Plan général de la deuxième phase du programme adaptatif par phases

18. La deuxième phase du PRODESA s'appuiera sur les résultats obtenus lors de la première phase, et consistera à mettre l'accent sur la reproduction des interventions réussies dans d'autres municipalités, sur l'établissement d'écoles pratiques d'agriculture et d'agropastoralisme, et sur l'amélioration de l'accès des petits exploitants agricoles aux marchés. Elle intégrera des projets d'infrastructure de plus grande envergure, des réformes stratégiques ainsi que des approches à long terme en faveur de l'adaptation et de la résilience climatiques.

Calendrier des phases

Première phase: mi-2025 à mi-2030 (5 ans)

Intégralité du programme adaptatif par phases: 2025 à 2036 (11 ans)

Zone d'intervention

19. Le PRODESA couvrira les provinces de Cuando Cubango, de Moxico, de Lunda Norte, de Lunda Sul et de Bié. La sélection des provinces a été effectuée sur la base de plusieurs critères, notamment l'incidence de la pauvreté et la vulnérabilité à l'insécurité alimentaire et nutritionnelle, les effets des changements climatiques (comme la variabilité des régimes pluviométriques et l'acuité des sécheresses), le niveau actuel d'investissement dans les zones insuffisamment desservies dans ce domaine, le potentiel de création de synergies avec d'autres interventions, et l'absence de couverture par d'autres projets menés par le FIDA.

Caractéristiques agroécologiques

20. La zone d'intervention du PRODESA en Angola comprend diverses zones agroécologiques. La **partie méridionale de la province de Cuando Cubango** se caractérise par une faible densité démographique, un réseau routier peu développé et un environnement semi-aride aux sols sablonneux. La **partie septentrionale du Cuando Cubango et la province de Moxico** bénéficient d'infrastructures routières plus développées et de ressources en eau plus abondantes, mais pâtissent du manque de systèmes d'irrigation. Les provinces de **Lunda Norte et de Lunda Sul** sont sujettes à de fortes précipitations et pratiquent l'agriculture itinérante sur brûlis. La **province de Bié** jouit quant à elle de ressources en eau abondantes et a bénéficié d'interventions antérieures ayant permis l'adoption de pratiques agricoles avancées. Dans les provinces de Cuando Cubango et de Moxico, la **communauté San**, dont le mode de vie est intrinsèquement lié à la chasse et à la cueillette, voit sa sécurité alimentaire compromise par la dégradation des écosystèmes forestiers. Le développement durable dans ces zones requiert impérativement un ciblage des interventions.

Groupes cibles

21. Les ménages pauvres pratiquant l'agriculture à petite échelle ou l'agropastoralisme sont une population économiquement et socialement vulnérable en proie à l'insécurité alimentaire et nutritionnelle, et dépendent de l'agriculture de subsistance. Le peuple San, dont le mode de vie s'articule autour de la chasse et de la cueillette, présente des besoins particuliers au regard de leurs moyens d'existence. Les femmes et les jeunes représentent respectivement 50% et 30% des participants au programme. Les groupes marginalisés comprennent notamment les personnes handicapées et les minorités ethniques.

Principales caractéristiques et vulnérabilités

22. Le groupe le plus vulnérable (C.1)¹ comprend des ménages pauvres qui n'ont qu'un accès limité à la terre, aux ressources en eau et aux actifs, ainsi que des familles d'agriculteurs très pauvres, les petits agropasteurs, les chefs de ménage sans terre et les groupes marginalisés. Les petits exploitants pratiquant une agriculture à faible productivité (C.2) n'ont que peu de débouchés économiques, et une attention particulière sera accordée aux ménages dirigés par des jeunes ou par des femmes en situation de pauvreté. Les acteurs économiques locaux (C.3) comprennent les coopératives, ainsi que les microentreprises et les petites entreprises participant aux chaînes d'approvisionnement des marchés.

¹ Se reporter au rapport de conception du PRODESA pour plus de précisions.

Taille du groupe cible (estimation)

23. Le PRODESA cible au total 96 350 ménages, ce qui représente 462 480 individus, parmi lesquels 50% sont des femmes, 30%, des jeunes, et 5% sont issus de groupes marginalisés.

B. Composantes, effets directs et activités

24. Le **PRODESA** a pour objectif de réduire la pauvreté multidimensionnelle au sein des populations rurales en Angola. Le programme s'articule autour des trois principales composantes ci-dessous.
25. **Composante 1: Résilience des systèmes de production agricole et des moyens d'existence.** Cette composante est axée sur l'augmentation de la production alimentaire locale et sur l'atténuation de la vulnérabilité face aux effets des changements climatiques. Elle comprend ce qui suit:
- **Mobilisation communautaire et planification participative au service de la résilience** – associer les communautés aux activités de planification afin de recenser les risques et les possibilités, et élaborer les plans d'action communautaires du programme en faveur du renforcement de la résilience.
 - **Formation technique au moyen d'écoles pratiques d'agriculture et d'agropastoralisme** – renforcer les capacités des agriculteurs relatives aux pratiques favorisant la résilience climatique, à la prise en compte des enjeux nutritionnels dans l'agriculture et à la gestion durable des terres. Cette sous-composante s'articule autour de séances de formation, de la mise en place de parcelles de démonstration et de la création de caisses communautaires (*caixa comunitária*).
 - **Appui au peuple San** – renforcer la résilience et les moyens d'existence des communautés de chasseurs-cueilleurs San grâce à la mise en œuvre d'activités de subsistance adaptables en fonction du climat, et à la gestion durable des forêts.
26. **Composante 2: Amélioration du maillage et de l'accès aux marchés.** Cette composante vise à renforcer l'accès des petits exploitants agricoles et des coopératives aux marchés et à y favoriser leur intégration. Elle comprend ce qui suit:
- **Structuration des chaînes d'approvisionnement et établissement de liens avec les marchés** – renforcer les capacités de gestion d'entreprise, élaborer des plans d'activité et faciliter l'accès au financement agricole par la mise en place d'un mécanisme de cofinancement à deux niveaux.
 - **Réalisation d'investissements publics dans les infrastructures d'accès aux marchés** – moderniser les routes rurales et les ponts afin d'améliorer les conditions de transport et de limiter les pertes après récolte. Cette sous-composante englobe également la construction d'installations de stockage et de transformation, un levier essentiel pour améliorer l'accès aux marchés.
27. **Composante 3: Renforcement des institutions, appui à l'élaboration de politiques et services d'appui à l'exécution.** Cette composante vient apporter l'appui nécessaire aux volets techniques du programme et assurer une exécution efficace. Elle comprend ce qui suit:
- **Renforcement des institutions et appui à l'élaboration des politiques** – renforcer les capacités des institutions locales par l'intermédiaire de programmes de formation, d'un soutien logistique et de réformes d'orientation. Cette sous-composante implique l'élaboration de stratégies relatives à l'adaptation climatique, à l'octroi de titres fonciers et aux pratiques agricoles durables.

- **Coordination du programme et services d'appui à l'exécution** – fournir un appui aux activités administratives, de passation de marchés et de gestion financière pour garantir la bonne exécution des activités. Cette sous-composante comprend la mise en place d'une unité de gestion du programme (UGP) et d'unités d'exécution provinciales, ce qui permettra de décentraliser la gestion du programme.

C. Théorie du changement

28. Le programme proposé vise à atteindre les résultats escomptés par l'adoption d'une approche structurée autour des ressources, des produits, des effets directs et de l'impact, conformément à un cadre logique et à une théorie du changement.
29. **Ressources.** Les ressources et les activités comprennent le soutien financier apporté par le FIDA, le Gouvernement et les cofinanceurs; les ressources humaines, à savoir le personnel de projet et les spécialistes techniques; les infrastructures; la formation et le renforcement des capacités; et l'assistance technique fournie par divers organismes.
30. **Produits.** Parmi les résultats immédiats figurent les plans d'action communautaires du programme en faveur de la résilience; la formation des exploitants aux pratiques favorisant la résilience climatique; les écoles pratiques d'agriculture et d'agropastoralisme mises en place; les infrastructures ayant bénéficié d'aménagements; les plans d'activité élaborés à l'intention des coopératives, des microentreprises et des petites et moyennes entreprises; et l'assouplissement de l'accès au financement.
31. **Effets directs.** Les résultats à moyen terme concernent l'accroissement de la productivité agricole; l'élargissement de l'accès aux marchés; le renforcement des capacités communautaires; l'amélioration de la sécurité alimentaire et de la nutrition; l'augmentation des revenus générés par les exploitants agricoles et par les coopératives; et le renforcement de la résilience climatique.
32. **Impacts.** Les résultats à long terme comprennent la réduction de la pauvreté multidimensionnelle; le développement de pratiques agricoles durables; le dynamisme de l'économie agricole locale; et une meilleure qualité de vie, rendue possible par l'amélioration de la sécurité alimentaire, de la nutrition et des revenus.
33. **Hypothèses.** Les principales hypothèses prises en compte sont l'existence d'une demande suffisante pour les activités de formation, la pertinence de l'appui fourni, une capacité d'exécution appropriée, la disponibilité de ressources financières, une demande stable de la part des marchés, la participation des communautés, et un soutien constant de la part des pouvoirs publics.
34. **Contribution à l'objectif général du programme adaptatif par phases.** L'approche retenue favorise l'apprentissage et l'adaptation entre les phases, et s'avère de ce fait propice au développement d'une agriculture durable, ainsi qu'à l'amélioration des moyens d'existence des petits exploitants agricoles et des groupes de minorités ethniques.

D. Alignement, appropriation et partenariats

35. En œuvrant au développement d'une agriculture durable, au renforcement de la résilience et à l'intégration aux marchés, le programme concourt à la réalisation des objectifs de développement durables dans le pays. Parmi ses contributions essentielles figurent la réduction de la pauvreté multidimensionnelle, rendue possible par l'augmentation de la productivité agricole, l'accroissement des revenus et le renforcement de la résilience climatique. Le programme favorise la sécurité alimentaire en stimulant la production de cultures diversifiées et nutritives; il promeut par ailleurs l'égalité femmes-hommes et l'autonomisation économique des femmes en leur offrant des formations ciblées et en encourageant leur pleine participation aux processus de décision. Le PRODESA promeut un travail décent et

la croissance économique en améliorant l'accès aux marchés et en renforçant les compétences en développement des entreprises, soutient l'action climatique par la promotion de pratiques favorisant la résilience climatique, et aide à préserver la vie terrestre en encourageant la gestion durable des terres et la préservation des forêts.

36. Le programme est en parfaite adéquation avec les objectifs stratégiques du FIDA et vient appuyer le Plan national de développement de l'Angola, ainsi que le Plan de développement à moyen terme du secteur agricole.

E. Coût, avantages et financement

Coût du programme

37. Le coût total prévu pour ce programme adaptatif par phases est estimé à 132,00 millions d'USD. Le coût total de la première phase s'élève à 73,00 millions d'USD. Ce montant comprend un financement du FIDA de 38,54 millions d'USD, une contribution du Gouvernement à hauteur de 7,57 millions d'USD, et une contribution des bénéficiaires s'élevant à 1,62 million d'USD. Le déficit de financement se chiffre à 25,26 millions d'USD. En ce qui concerne la seconde phase, le financement du FIDA est plafonné à 59,00 millions d'USD.
38. Dans le cadre de la première phase, les activités menées au titre de la composante 1 (résilience des systèmes de production agricole et des moyens d'existence), de la composante 2 (amélioration du maillage et de l'accès aux marchés) et de la sous-composante 3.1 (renforcement des institutions et appui à l'élaboration des politiques) relèvent du financement de l'action climatique. Le montant total alloué par le FIDA à la première phase au titre du financement de l'action climatique, calculé suivant les méthodes des banques multilatérales de développement pour le suivi du financement de l'adaptation et l'atténuation climatiques, est estimé à 28 983 000 USD.

Tableau 1

Coût de la première phase par composante et sous-composante et par source de financement

(en milliers d'USD)

<i>Composante/sous-composante</i>	<i>Prêt du FIDA (1) (SAFP)</i>		<i>Prêt du FIDA (2) (MARE)</i>		<i>Bénéficiaires</i>			<i>Emprunteur</i>			<i>Déficit de financement</i>		<i>Total – Phase 1</i>	
	<i>Montant</i>	<i>%</i>	<i>Montant</i>	<i>%</i>	<i>Contributions monétaires</i>	<i>Contributions en nature</i>	<i>%</i>	<i>Contributions monétaires</i>	<i>Contributions en nature</i>	<i>%</i>	<i>Montant</i>	<i>%</i>	<i>Montant</i>	<i>%</i>
1. Résilience des systèmes de production agricole et des moyens d'existence														
1.1 Planification communautaire participative au profit de la résilience	2 649	9,6	-	-	-	-	-	-	184	2	-	-	2 833	4
1.2 Organisation de formations techniques au moyen d'écoles pratiques d'agriculture et d'agropastoralisme dans l'optique d'améliorer la production, la résilience et la nutrition	25 683	71,5	4 347	86,9	637	345	60,5	151	2 039	29	-	-	33 203	45
1.3 Apport d'un soutien au peuple San par l'intermédiaire d'interventions axées sur les moyens d'existence, ainsi que sur la gestion et la préservation des forêts	132	-	-	-	-	-	-	-	79	1	1 229	4,9	1 440	2
Total partiel	28 464	84,9	4 347	86,9	637	345	60,5	151	2 303	32,4	1 229	4,9	37 476	51,3
2. Amélioration du maillage et de l'accès aux marchés														
2.1 Structuration des chaînes d'approvisionnement et établissement de liens avec les marchés	1 669	6,0	-	-	641	-	39,5	-	610	8	8 284	32,8	11 205	15
2.2 Investissements publics dans les infrastructures à vocation commerciale	433	1,6	-	-	-	-	-	-	1 427	19	8 991	35,6	10 851	15
Total partiel	2 102	6,2	-	-	641	-	39,5	-	2 037	27	17 276	68,4	22 057	30,2
3. Renforcement des institutions, appui à l'élaboration de politiques et services d'appui à l'exécution														
3.1 Renforcement des institutions et appui à l'élaboration des politiques	527	1,9	-	-	-	-	-	162	93	3	846	3,3	1 628	2
3.2 Coordination du programme et services d'appui à l'exécution	2 450	8,9	653	13,1	-	-	-	746	2 077	37	5 914	23,4	11 840	16
Total partiel	2 977	8,9	653	13,1	-	-	-	907	2 170	41	6 760	26,8	13 467	18,45
Total	33 544	46,0	5 000	6,8	1 279	345	2,2	1 058	6 510	10,4	25 264	34,6	73 000	100

Tableau 2
Coût de la première phase par catégorie de dépenses et par source de financement
(en milliers d'USD)

Catégorie de dépenses	Prêt du FIDA (1) (SAFP)		Prêt du FIDA (2) (MARE)		Bénéficiaires			Emprunteur			Déficit de financement		Total – Phase 1	
	Montant	%	Montant	%	Contributions monétaires	Contributions en nature	%	Contributions monétaires	Contributions en nature	%	Montant	%	Montant	%
Dépenses d'investissement														
A. Travaux	3 173	23,4	-	-	187	345	9,8	-	1 898	14,0	7 954	58,7	13 558	18,6
B. Services de consultants														
1. Champs-école /(agropastoralisme)/ferme-école	10 950	84,0	1 234	9,5	-	-	-	-	849	6,5	-	-	13 033	17,9
2. Services de développement des entreprises	1 530	16,3	-	-	-	-	-	-	610	6,5	7 249	77,2	9 390	12,9
3. Autres formes d'assistance technique	3 345	48,2	-	-	-	-	-	-	451	6,5	3 149	45,3	6 945	9,5
Total partiel	15 825	53,9	1 234	4,2	-	-	-	-	1 911	6,5	10 398	35,4	29 368	40,2
C. Équipement et biens														
1. Véhicules et matériel	660	41,9	86	5,5	-	-	-	549	278	52,6	-	-	1 573	2,2
2. Biens, services et intrants	7 885	72,7	1 817	16,8	451	-	4,2	-	556	5,1	137	1,3	10 846	14,9
Total partiel	8 545	68,8	1 903	15,3	451	-	3,6	549	835	11,1	137	1,1	12 419	17,0
D. Formation et ateliers	3 203	64,3	921	18,5							860	17,3	4 984	6,8
E. Dons et subventions	1 375	41,2	290	8,7	641		19,2				1 035	31,0	3 342	4,6
Total des dépenses d'investissement	32 122	50,4	4 347	6,8	1 279	345	2,5	549	4 644	8,2	20 384	32,0	63 670	87,2
Dépenses ordinaires														
A. Salaires, traitements et indemnités	1 214	17,0	653	9,2	-	-	-	69	461	7,5	4 726	66,4	7 123	9,8
B. Dépenses de fonctionnement	208	9,4	-	-	-	-	-	441	1 405	83,7	154	7,0	2 207	3,0
Total des dépenses ordinaires	1 422	15,2	653	7,0	-	-	-	509	1 866	31,4	4 880	52,3	9 330	12,8
Total	33 543	45,9	5 000	6,8	1 279	345	2,3	1 058	6 510	10,3	25 264	34,6	73 000	100

Tableau 3

Coût de la première phase par composante, par sous-composante et par année du programme

(en milliers d'USD)

Composante/sous-composante	Année 1		Année 2		Année 3		Année 4		Année 5		Année 6		Total – Phase 1
	Montant	%	Montant	%	Montant	%	Montant	%	Montant	%	Montant	%	Montant
1. Résilience des systèmes de production agricole et des moyens d'existence													
1.1 Planification communautaire participative au profit de la résilience	1 240	24,5	1 593	15,2	-	-	-	-	-	-	-	-	2 833
1.2 Organisation de formations techniques au moyen d'écoles pratiques d'agriculture et d'agropastoralisme dans l'optique d'améliorer la production, la résilience et la nutrition	582	11,5	4 242	40,5	11 455	56	11 616	52,8	4 813	39,1	494	19,0	33 203
1.3 Apport d'un soutien au peuple San par l'intermédiaire d'interventions axées sur les moyens d'existence, ainsi que sur la gestion et la préservation des forêts	46	0,9	95	0,9	697	3	341	1,5	256	2,1	5	0,2	1 440
Total partiel	1 869	36,9	5 930	56,5	12 152	59	11 957	54,3	5 069	41,2	499	19,2	37 476
2. Amélioration du maillage et de l'accès aux marchés													
2.1 Structuration des chaînes d'approvisionnement et établissement de liens avec les marchés	542	10,7	1 308	12,5	2 714	13	3 412	15,5	2 621	21,3	607	23,4	11 205
2.2 Investissements publics dans les infrastructures à vocation commerciale	51	1,0	1 074	10,2	3 131	15	4 274	19,4	2 261	18,4	60	2,3	10 851
Total partiel	594	11,7	2 383	22,7	5 844	28	7 687	34,9	4 883	39,7	667	25,6	22 057
3. Renforcement des institutions, appui à l'élaboration de politiques et services d'appui à l'exécution													
3.1 Renforcement des institutions et appui à l'élaboration des politiques	486	9,6	265	2,5	377	2	207	0,9	191	1,6	102	3,9	1 628
3.2 Coordination du programme et services d'appui à l'exécution	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
Total partiel	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
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

Stratégie et plan de financement et de cofinancement

39. La première phase comprend un déficit de financement qui se chiffre à 25,26 millions d'USD. Le Gouvernement angolais a transmis au FIDA une demande écrite pour solliciter des ressources supplémentaires au titre du MARE en vue de combler ce déficit, lequel pourra, alternativement, être financé dans le cadre des prochains cycles de financement du FIDA. Parallèlement, d'autres possibilités de financement sont à l'étude avec le Fonds pour l'adaptation et d'autres organismes. S'agissant de la deuxième phase du programme, qui est assortie d'un plafond de financement fixé à 59,00 millions d'USD, en complément des ressources additionnelles allouées par le FIDA au titre de cycles ultérieurs, un cofinancement sera recherché auprès de partenaires comme la BAfD et l'Union européenne et de fonds pour le climat tels que le Fonds pour l'adaptation et le Fonds pour l'environnement mondial.
40. Le PRODESA est financé par le FIDA, le Gouvernement angolais et les bénéficiaires du programme. En outre, un financement parallèle de la BAfD viendra appuyer les investissements dans les infrastructures rurales.

Décaissement

41. Des comptes désignés séparés, consacrés chacun à un instrument de financement, seront ouverts en dollars des États-Unis; l'UGP administrera les comptes d'exploitation correspondants, qui seront libellés en kwanzas angolais. Chaque unité provinciale d'exécution tiendra un compte secondaire vers lequel les fonds seront transférés depuis les comptes d'exploitation. Les décaissements de fonds s'effectueront sur la base des rapports financiers intermédiaires trimestriels, et ces fonds ne serviront pas au paiement des taxes et droits.
42. Les contributions des bénéficiaires seront administrées par l'intermédiaire de comptes spécifiquement établis à cet effet. Les opérations financières seront conformes aux politiques et directives du FIDA en matière de lutte contre la corruption.

Résumé des avantages et analyse économique

43. Les principaux avantages du programme comprennent l'augmentation de la productivité agricole, rendue possible par l'adoption des pratiques favorisant la résilience climatique qui sont enseignées dans les écoles pratiques d'agriculture et d'agropastoralisme. Cette adoption devrait se traduire par une hausse des rendements et une diversification de la production. En outre, l'aménagement des infrastructures (routes et ponts, par exemple) contribuera à la réduction des pertes après récolte et facilitera l'accès des agriculteurs aux marchés, ce qui donnera lieu à une hausse de leurs revenus. Le renforcement des institutions, qui sera obtenu grâce au renforcement des capacités des institutions locales et par l'appui à l'élaboration des politiques, favorisera l'adoption de pratiques agricoles durables et permettra d'instaurer une meilleure gouvernance.
44. L'**analyse économique** montre que le PRODESA présente une viabilité financière solide et un rendement économique tout à fait satisfaisant. Les modèles appliqués aux exploitations agricoles individuelles font état de valeurs actuelles nettes (VAN) positives, allant de 325 USD à 2 792 USD. En ce qui concerne les exploitations collectives, ces valeurs se situent dans une fourchette allant de 15 882 USD à 38 815 USD. Le taux de rentabilité économique interne du programme est de 29%, pour une VAN de 122,8 millions d'USD sur un horizon temporel de 20 ans. Ces indicateurs montrent que le programme produira des avantages économiques robustes, et cela même dans l'hypothèse de scénarios défavorables.

Stratégie de retrait et pérennisation

45. Confortée par l'approche programmatique adaptative en plusieurs phases, la stratégie de retrait permet d'assurer la pérennité des interventions au-delà de la période d'exécution, l'accent étant mis sur la création d'un impact durable au profit des communautés ciblées.

III. Gestion des risques

A. Risques et mesures d'atténuation

46. Le risque global inhérent au PRODESA et le risque résiduel sont considérés comme substantiels.

Tableau 4
Synthèse des risques

Aspect du risque	Niveau de risque inhérent	Évaluation du risque résiduel
Contexte du pays	Substantiel	Substantiel
Stratégies et politiques sectorielles	Modéré	Modéré
Environnement et contexte social	Modéré	Modéré
Portée du programme	Faible	Faible
Capacités institutionnelles d'exécution et viabilité	Substantiel	Substantiel
Gestion financière	Substantiel	Substantiel
Passation des marchés dans le cadre du programme	Substantiel	Substantiel
Impact climatique	Substantiel	Substantiel
Parties prenantes	Modéré	Modéré
Risque global	Substantiel	Substantiel

B. Catégorie environnementale et sociale

47. Le PRODESA, pour lequel le risque environnemental et social est jugé modéré, est susceptible de produire des impacts de moindre gravité, qui seront circonscrits à l'échelle locale et réversibles. Les activités prévues, qui concernent la production agricole, le développement des infrastructures et le renforcement des capacités, seront assorties de mesures d'atténuation telles que l'adoption de pratiques agricoles climato-compatibles, la mise en place de systèmes de collecte des eaux de pluie et la sécurisation des infrastructures en cas de catastrophe. Parmi les impacts environnementaux figurent les pénuries d'eau, l'érosion des sols, la dégradation des terres et la perte de biodiversité. Les impacts sociaux sont liés à la vulnérabilité des peuples autochtones, aux risques pour la santé des populations locales et aux migrations de main-d'œuvre. Les mesures d'atténuation envisagées comprennent la promotion de l'agriculture climato-compatible, la création de systèmes de collecte des eaux de pluie, le développement d'infrastructures à l'épreuve des catastrophes, la promotion de l'agroforesterie, la participation inclusive des peuples autochtones, et la sensibilisation aux maladies transmissibles. Le PRODESA est conforme aux Procédures d'évaluation sociale, environnementale et climatique du FIDA et aux politiques pertinentes. Par ailleurs, un plan relatif aux minorités ethniques, ciblant en particulier la communauté San, a été élaboré pour que leur culture et leurs aspirations soient prises en compte; il couvre l'obtention du consentement libre, préalable et éclairé.

C. Classement au regard des risques climatiques

48. Le risque climatique associé au PRODESA est jugé substantiel. Les activités du programme, qui englobent la production agricole, le développement des infrastructures et le renforcement des capacités, intégreront des mesures d'atténuation telles que l'adoption de pratiques agricoles climato-compatibles, la mise en place de systèmes de collecte des eaux de pluie et l'aménagement d'infrastructures à l'épreuve des catastrophes. L'accent mis sur la participation des communautés favorisera la pertinence des activités au regard des besoins locaux,

et permettra qu'elles soient adaptées en conséquence. Bien que des impacts soient possibles, ils ne devraient pas entraîner de répercussions majeures ou irréversibles, ce qui est conforme aux priorités nationales et aux politiques de soutien.

D. Soutenabilité de la dette

49. La dette extérieure de l'Angola est une préoccupation majeure, le pays étant fortement tributaire de ses exportations de pétrole. Au fil des années, la dette de l'Angola a connu une augmentation substantielle, alourdie par les emprunts contractés pour financer les projets de développement, par la volatilité des prix des produits de base, par la pandémie de COVID-19 et par l'aggravation du déficit public. Cette situation a érodé la confiance des investisseurs. Par la suite, la croissance économique s'est affaïssée davantage, et la situation a été aggravée par le retrait de l'Angola de l'Organisation des pays exportateurs de pétrole en décembre 2023, sur fond de désaccord sur les quotas de production.

Perspectives éventuelles relatives au financement du FIDA dans le cadre des phases ultérieures du programme

50. Le financement apporté par le FIDA dans le cadre de la deuxième phase, dont le montant est limité à 59,00 millions d'USD, relèvera soit de cycles ultérieurs du SAFF, soit du MARE (selon des conditions de financement à définir et sous réserve des procédures internes).

IV. Exécution

A. Cadre organisationnel

Gestion et coordination du programme

51. Pour préparer l'exécution, le FIDA et le Gouvernement prendront d'importantes mesures dès l'approbation du programme. L'équipe de pays ouvrira promptement l'accès aux dispositifs nécessaires au démarrage, nommera les membres du personnel qui seront responsables de l'instrument financier d'aide au démarrage et veillera à ce que des fonds soient disponibles pour que les premières activités puissent être effectuées. Les enquêtes de référence seront menées sans délai pour recueillir des données essentielles. Le recrutement du personnel essentiel affecté à l'UGP se fera de manière indépendante, ce qui permettra de pourvoir les postes de coordonnateur de programme, de gestionnaire des finances et de responsable du suivi-évaluation par voie de mise en concurrence. Les activités envisagées, les allocations budgétaires et les processus de passation des marchés seront précisés dans le plan de travail et budget annuel (PTBA) et le plan de passation des marchés établi pour une période de 18 mois.

Gestion financière, passation des marchés et gouvernance

52. La gestion financière du PRODESA sera centralisée. L'essentiel des fonctions s'y rapportant sera exercé au niveau de l'UGP, qui sera basée à Saurimo (province de Lunda Sul). Cette unité assumera la responsabilité de la supervision générale de la gestion financière.
53. Les modalités de gestion financière seront harmonisées avec celles d'autres projets du FIDA en cours gérés par l'Institut de développement agricole. Le programme tirera parti de l'expérience acquise et des systèmes mis en place dans le cadre de ces projets, ce qui permettra d'assurer la cohérence et l'efficacité des pratiques de gestion financière, et notamment l'adéquation des procédures de contrôle interne.
54. Un logiciel de comptabilité performant sera utilisé pour la tenue des comptes du PRODESA et pour la production des rapports financiers, dans le respect des normes internationales. Les modalités de gestion financière du programme seront intégrées aux systèmes nationaux, dans la mesure du possible.
55. Afin d'atténuer les risques, les modalités de communication de l'information comptable et financière relatives aux activités liées aux dons sont définies dans l'annexe du manuel d'exécution du programme consacrée à la gestion financière.

Parmi les mesures d'atténuation figurent également le recrutement par voie concurrentielle, la réalisation d'audits internes et l'élaboration d'un manuel de gestion financière complet, dans lequel sont détaillées les procédures de contrôle interne.

56. Les états financiers seront établis selon la méthode de la comptabilité de caisse, conformément aux Normes comptables internationales du secteur public, et seront audités par un cabinet d'audit externe privé agréé par le FIDA, dans le respect des Normes internationales d'audit. Les rapports d'audit seront soumis au FIDA dans les six mois suivant la fin de chaque exercice. Le mandat de l'auditeur sera soumis au FIDA pour avis de non-objection.
57. **Modalités de passation des marchés.** La passation des marchés dans le cadre du PRODESA sera effectuée conformément à la loi sur la passation des marchés n° 41/20 du 23 décembre 2020 et aux règlements relatifs aux marchés publics mis à jour ultérieurement, pour autant qu'ils soient compatibles avec les Directives du FIDA pour la passation des marchés relatifs aux projets. En cas d'incompatibilité entre la réglementation nationale et les directives du FIDA, ces dernières prévaudront.
58. **Étendue du recours aux systèmes nationaux de passation des marchés.** Les systèmes nationaux de passation des marchés seront utilisés autant que faire se peut dans le cadre du programme, les dossiers d'appel d'offres standard du FIDA étant toutefois employés pour les appels d'offres internationaux et les services de conseil.
59. **Plan de surveillance et d'examen des activités de passation des marchés dans une optique de risque.** Afin de pourvoir à l'avancement de la mise en œuvre, les plans de passation des marchés feront l'objet d'un suivi et d'actualisations à intervalles réguliers. Des plans et des systèmes pour la gestion des contrats seront mis en place afin que les contrats soient exécutés conformément aux bonnes pratiques en matière de passation des marchés.

Participation et retours d'information du groupe cible, et mécanisme de réponse aux doléances

60. Plusieurs mécanismes seront mis en place dans le cadre du PRODESA pour que les organismes responsables de la mise en œuvre des interventions appuyées par le programme rendent compte de leurs activités. Ces mécanismes sont conçus de manière à être proportionnés à la nature et à l'ampleur du programme, pour que la participation et le retour d'information soient efficaces.
61. Des rapports de situation seront communiqués à intervalles réguliers au comité de pilotage du programme, aux comités de pilotage provinciaux et aux autres parties prenantes concernées. Ces rapports comprendront des informations détaillées concernant l'exécution, la gestion financière et les éventuels problèmes rencontrés.

Mécanisme de réponse aux doléances

62. Un mécanisme solide de réponse aux doléances sera mis en place pour traiter toute plainte ou toute préoccupation soulevée par les parties prenantes. Il sera assorti de procédures claires permettant la transmission, l'examen et le traitement des doléances dans les meilleurs délais. Des informations sur le mécanisme seront largement diffusées de façon à ce qu'il soit à la portée de tous.

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

63. **Planification du programme.** Le processus de planification sera participatif et décentralisé, et s'appuiera sur le PTBA. Les membres des communautés, les responsables locaux et les parties prenantes y seront associés afin que les besoins locaux soient pris en compte. Le PTBA sera harmonisé aux niveaux municipal,

provincial et national, aux fins de la cohérence avec les objectifs de développement nationaux.

64. **Suivi-évaluation.** Le système de suivi-évaluation permettra de recueillir des données quantitatives et qualitatives correspondant aux objectifs fixés. Un système informatisé de gestion facilitera la gestion des données, et sera doté de fonctionnalités de stockage et de traitement des données, ainsi que d'un tableau de bord en ligne.
65. **Apprentissage.** Des mécanismes d'amélioration continue seront mis en place dans le cadre du programme. Les pratiques seront mises à l'essai et leur durabilité sera confirmée par les écoles pratiques d'agriculture et d'agropastoralisme, de manière à produire des connaissances qui seront diffusées entre les parties prenantes. Des ateliers et des programmes de formation permettront de mettre en lumière les difficultés pratiques et les dynamiques qui sous-tendent les communautés.
66. **Communication.** Des rapports de situation seront communiqués à intervalles réguliers et le programme mettra à profit les radios locales, les médias sociaux ainsi qu'une plateforme numérique pour communiquer et dialoguer avec la population cible.

Innovations et reproduction à plus grande échelle

67. L'intégration des systèmes de planification, de suivi-évaluation, d'apprentissage et de communication favorisera la transposition à plus grande échelle des interventions qui auront produit des résultats probants. Une fois recensés, les meilleures pratiques et les enseignements à retenir de l'expérience serviront de base à l'extension des activités du programme à d'autres municipalités. Le système informatisé de gestion facilitera le suivi des progrès accomplis, et ce pendant les diverses phases du programme.

C. Plans d'exécution

Plans de préparation à l'exécution et de démarrage

68. Dès l'approbation du programme, l'équipe de pays du FIDA ouvrira promptement l'accès aux dispositifs nécessaires au démarrage et nommera les membres du personnel qui seront responsables de l'instrument financier d'aide au démarrage. Les enquêtes de référence seront menées sans délai pour recueillir des données essentielles. Le recrutement du personnel essentiel affecté à l'UGP se fera de manière indépendante, ce qui permettra de pourvoir les postes stratégiques par voie de mise en concurrence. Le PTBA sera établi, de même qu'un plan de passation des marchés, qui couvrira une période de 18 mois. Un plan stratégique de mise en œuvre couvrant la période de cinq ans sera élaboré. En outre, une évaluation des capacités des partenaires d'exécution sera réalisée, et un appui à l'intégration et une formation seront assurés à tous les niveaux.

Supervision, évaluation de la phase et plans d'achèvement

69. **Missions périodiques de supervision et d'appui à l'exécution.** Le FIDA conduira des missions régulières afin de pourvoir à l'exécution effective des activités. Ces missions comprendront des visites sur le terrain, des réunions avec le personnel de projet, les bénéficiaires et les parties prenantes, ainsi qu'un examen des documents relatifs au programme. Les constatations et les recommandations qui en seront issues seront consignées dans des rapports de supervision qui seront communiqués à l'UGP et aux parties prenantes concernées.
70. **Missions de supervision annuelles.** Le FIDA mènera des missions annuelles pour faire le point sur l'état d'avancement du programme, la gestion financière, les processus de passation des marchés et la performance globale.
71. **Missions d'appui à l'exécution.** Le FIDA pourra, si nécessaire, mener d'autres missions d'appui à l'exécution. Ces missions visent à fournir une assistance technique ainsi qu'un appui au renforcement des capacités et à la résolution de

problèmes à l'UGP et aux partenaires d'exécution, en fonction des besoins et des difficultés qui émergeront.

72. **Évaluation de la phase.** Une évaluation exhaustive de la première phase sera réalisée au cours de la quatrième année. Cette évaluation fera le point sur les progrès accomplis dans le cadre du programme, sur son efficacité et sur son impact, et tiendra compte des priorités nationales et des objectifs fixés dans le cadre logique arrêté pour la première phase. Des indicateurs clés tels que le niveau de décaissement des fonds, la portée et le renforcement des capacités de production seront d'une importance déterminante à cet égard.
73. **Plans d'achèvement.** Au terme de la première phase, un rapport d'achèvement du programme sera établi pour recenser les réalisations, les difficultés rencontrées, les enseignements à retenir de l'expérience et son impact général. Le rapport portera sur l'évaluation de la durabilité et comprendra des recommandations en vue de futures interventions, lesquelles seront communiquées à toutes les parties prenantes afin d'éclairer la conception des futurs projets et les décisions touchant aux politiques.

V. Instruments et pouvoirs juridiques

74. L'octroi à l'emprunteur du financement proposé est régi par un accord de financement entre la République d'Angola et le FIDA. Une copie de l'accord de financement négocié figure à l'appendice I.
75. La République d'Angola est habilitée, en vertu de son ordre juridique, à recevoir un financement du FIDA.
76. Je certifie que le financement proposé est conforme aux dispositions de l'Accord portant création du FIDA, et aux Principes et critères applicables aux financements du FIDA.

VI. Recommandation

77. Je recommande au Conseil d'administration d'approuver le financement proposé par la résolution suivante:

DÉCIDE: que le Fonds accordera à la République d'Angola un prêt à des conditions ordinaires d'un montant de trente-trois millions cinq cent quarante-trois mille dollars des États-Unis (33 543 000 USD), qui sera régi par des modalités et conditions conformes en substance aux modalités et conditions indiquées dans le présent rapport.

DÉCIDE EN OUTRE: que le Fonds accordera à la République d'Angola un prêt à des conditions ordinaires d'un montant de cinq millions de dollars des États-Unis (5 000 000 USD), qui sera régi par des modalités et conditions conformes en substance aux modalités et conditions indiquées dans le présent rapport.

DÉCIDE EN OUTRE de déléguer au Président² l'autorité d'approuver tout financement additionnel en faveur de la République d'Angola à concurrence de cinquante-neuf millions de dollars des États-Unis (59 000 000 USD) aux fins de la phase suivante du programme, pour autant que les objectifs d'ensemble correspondent à ceux indiqués et qu'il soit produit une évaluation satisfaisante de la phase précédente, à des modalités et conditions à définir et convenir.

Le Président
Alvaro Lario

² Conformément aux procédures énoncées dans le document [EB 2024/142/R.25](#).

Negotiated financing agreement

Sustainable Development for Subsistence Family Farmers Programme

(Negotiations concluded on 9 June 2025)

FINANCING AGREEMENT

Loan No: _____

Loan No: _____

Project name: Sustainable Development for Subsistence Family Farmers Programme ("PRODESA" / "the Project")

Republic of Angola (the "Borrower")

and

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

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

WHEREAS the Borrower has requested loans from the Fund for the purpose of financing the Project described in Schedule 1 to this Agreement;

WHEREAS the Borrower has undertaken to provide additional support, financially or in kind that may be needed to the Project;

WHEREAS the Project will be implemented as a Multiphase Adaptative Programme (MAPs) in accordance with the Multiphase Adaptive Programme Approach document approved by IFAD's Executive Board on its 142nd session;

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

NOW THEREFORE, the Parties hereby agree as follows:

Section A

1. This Agreement comprises the following: the Main Document, the Project Description and Implementation Arrangements (Schedule 1), the Allocation Table (Schedule 2) and the Special Covenants (Schedule 3).

2. The Fund's General Conditions for Agricultural Development Financing dated 29 April 2009, amended as of December 2022, and as may be amended hereafter from time to time (the "General Conditions") are annexed to this Agreement, and all provisions thereof shall apply to this Agreement. For the purposes of this Agreement the terms defined in the General Conditions shall have the meanings set forth therein, unless the Parties shall otherwise agree in this Agreement.

3. The Fund shall provide two loans (the "Financing") to the Borrower, which the Borrower shall use to implement the Project in accordance with the terms and conditions of this Agreement.

Section B

1. A. The amount of Ordinary Loan 1 is thirty three million five hundred and forty three thousand United States dollars (USD 33 543 000).
B. The amount of Ordinary Loan 2 is five million United States dollars (USD 5 000 000).

2. The Loan 1 and Loan 2 will be granted on ordinary terms and shall be subject to interest on the principal amount outstanding of the Loan at a rate equal to the IFAD Reference Interest Rate including a variable spread, payable semi-annually in the Loan Service Payment Currency, and have a maturity period of 25 years, including a grace period of 8 years, starting from the date as of which the Fund has determined that all general conditions precedent to withdrawal have been fulfilled.

3. The Loan Service Payment Currency shall be in USD.

4. The first day of the applicable Fiscal Year shall be 1 January.

5. Payments of principal and interest shall be payable on each 15 February and 15 August.

6. There shall be two Designated Accounts in USD for the exclusive use of the Project, opened in a commercial bank acceptable to IFAD. The Borrower shall inform the Fund of the officials authorized to operate the Designated Accounts.

7. There shall be corresponding Project Account(s) in Angolan Kwanza (AOA), to receive funds from the designated accounts. These accounts will be managed by the Project Management Unit (PMU).

8. The Borrower shall provide counterpart financing for the Project, in-cash and in-kind, in the amount of seven million five hundred sixty-eight thousand United States dollars (USD 7 568 000), of which six million five hundred and ten thousand United States dollars (USD 6 510 000), shall be the in-kind contribution. The in-kind contribution shall cover costs relating to waiving the estimated taxes on the Project costs and recurrent expenditure, while the cash contribution shall cover cost related to the estimated custom duties and financing the general recurrent costs of the Project.

Section C

1. The Lead Project Agency shall be the Ministry of Agriculture and Forests of the Republic of Angola (the "MINAGRIF").

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

3. The Project Completion Date shall be the fifth anniversary of the date of entry into force of this Agreement and the Financing Closing Date shall be 6 months later, or such other date as the Fund may designate by notice to the Borrower.

4. Procurement of goods, works and services financed by the Financing shall be carried out in accordance with the provisions of the Borrower's procurement regulations, to the

extent such are consistent with the IFAD Project Procurement Guidelines. In case of contradictions between national regulations and IFAD guidelines, IFAD guidelines will take precedence.

Section D

1. The Fund shall administer the Financing and supervise the Project.

Section E

1. The following is designated as additional grounds for suspension of disbursements:
 - (a) The Project Implementation Manual ("PIM") and/or any provision thereof, has been waived, suspended, terminated, amended or modified without the prior agreement of the Fund and the Fund, after consultation with the Borrower, has determined that it has had, or is likely to have, a material adverse effect on the Project.
2. The following is designated as additional grounds for cancellation of disbursements:
 - (a) In the event that the Borrower did not request a disbursement of the Financing for a period of at least 12 consecutive months without justification subsequent to the first eighteen (18) months from the entry into force of the Agreement.
3. The following are designated as additional specific conditions precedent to withdrawal:
 - (a) The Borrower shall submit the final external audit report for the Smallholder Resilience Enhancement Project (SREP) and refund any outstanding amounts for smooth closure of the SREP.
 - (b) The IFAD no objection to the Project Implementation Manual (PIM) shall have been obtained.
 - (c) The Key Project personnel have been appointed as per Schedule 3 section 12 of this Agreement.
 - (d) Financial Management Information System has been procured and installed.
4. This Agreement is subject to receipt of a legal opinion by the Attorney General's Office and a visa from the Court of Account.
5. The following are the designated representatives and addresses to be used for any communication related to this Agreement:

For the Borrower:

Minister of Planning
Rua 17 de Setembro, Cidade Alta, Luanda
Republic of Angola

Copy to:

Minister of Finance
Rua Major Kanhangulo, IMOB
Business Tower 1356, Ingombota, Luanda
Republic of Angola

For the Fund:

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

Copy to:

The Country Director
International Fund for Agricultural Development
Condominio Rosalinda, Edificio 1B da ONU, 4 Andar
Estrada Direita da Samba-Futungo de Belas-Luanda Angola

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

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

REPUBLIC OF ANGOLA

Vera Daves de Souza
Minister of Finance

Date: _____

INTERNATIONAL FUND FOR
AGRICULTURAL DEVELOPMENT

Alvaro Lario
President

Date: _____

Schedule 1

Project Description and Implementation Arrangements

I. Project Description

1. *Target Population.* The Project shall benefit poor smallholder and agro-pastoralist households. 50% of the Target Population shall be women, 30% youth, and 5% minority groups. The latter includes people with disabilities and ethnic minorities.
2. *Project area.* The Project will cover the provinces of Cuando-Cubango, Moxico, Lunda Norte, Lunda Sul, and Bié (the "Project Area").
3. *Goal.* The goal of the Project is to improve the food and nutrition security of smallholder farmers in the Project area and increase their agriculture-derived income by enabling them to connect to agri-food markets.
4. *Objectives.* The objective of the Project is to improve the food and nutritional security and income of small-scale farmers and ethnic minority groups while enhancing their resilience capacities to climate change and other shocks and *stressors*.
5. *Components.* The Project shall consist of the following three Components:
 - 5.1. *Component 1: Resilient Agricultural Farming and Livelihood Systems.* This component focuses on increasing local food production and addressing vulnerabilities to climate change. It includes:
 - *Community Mobilization and Participatory Planning for Resilience:* Engaging communities in planning activities to identify risks and opportunities and developing Community Resilience Project Action Plans (CRPAPs).
 - *Technical Training using FFS/APFS:* Building farmers' capacities in climate-resilient practices, nutrition-sensitive farming, and sustainable land management. This involves training sessions, demonstration fields, and the establishment of community funds (caixa comunitaria).
 - *Supporting the San People:* Enhancing the resilience and livelihoods of the San hunter-gatherer communities through climate-adaptive livelihood activities and sustainable forest management.
 - 5.2. *Component 2: Improved Connectivity and Access to Markets.* This component aims to strengthen market access and integration for smallholder farmers and cooperatives. It includes:
 - *Supply Chain Structuring and Linkage to Markets:* Building business management capacities, developing business plans, and facilitating access to agri-finance through a two-tier co-financing mechanism.
 - *Public Investments in Market-Access Infrastructure:* Upgrading rural roads and bridges to improve transportation and reduce post-harvest losses. This also includes constructing storage and processing facilities to enhance market access.
 - 5.3. *Component 3: Institutional Strengthening, Policy Support and Implementation Support Services.* This component supports the technical aspects of the Project and ensures effective implementation. It includes:
 - *Institutional Strengthening and Policy Support:* Enhancing the capacities of local institutions through training programs, logistical support, and policy reforms. This involves developing strategies for climate adaptation, land titling, and sustainable agricultural practices.

- *Project Coordination and Implementation Support Services:* Providing administrative, procurement, and financial management support to ensure smooth project execution. This includes establishing a Project Management Unit (PMU) and Provincial Project Implementation Units (PPIUs) for decentralized management.

II. Implementation Arrangements

6. *Lead Project Agency (LPA).* The LPA shall be the MINAGRIF.

7. *Project Management Unit (PMU).* The Project Management Unit will be based in Saurimo, the capital city of Lunda Sul province. To ensure effective representation in Luanda, an IDA Focal Person from the Ministry of Agriculture and Forest (MINAGRIF) staff will be appointed as a Liaison Officer for PRODESA-related matters. The Lead Project Agency will conduct a competitive recruitment process for a Project Manager/Coordinator, who will be appointed by the Minister of Agriculture and Forest. The Project Manager/Coordinator will be responsible for administrative, financial, and human resources responsibilities, and will lead a team of experts forming the PMU.

8. *Technical Steering Committee (TSC).* The Technical Steering Committee, chaired by the Institute of Agrarian Development (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 be established to ensure the successful delivery of capacity-building and policy support activities. This committee will meet quarterly with implementing partners and stakeholders, playing a crucial role in coordinating efforts, sharing insights, and ensuring alignment with project goals. Additionally, in a decentralized setup, this committee will serve as a mechanism for IDA to be actively overseeing the implementation of the project.

9. *Provincial Governance Committees (PGCs).* PGCs, will be led by each provincial Governor or his delegee, of the beneficiary province which include representatives from provincial directorates, traditional and community leaders as well as civil society, shall be established. The PGCs is responsible for the localized implementation of the project and ensuring that it meets the specific needs of the province. 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.

10. *Monitoring and Evaluation (M&E).* The M&E system shall capture quantitative and qualitative data against targets. A Management Information System (MIS) shall facilitate data management, with layers for data storage, processing, and a web-based dashboard interface.

11. *Knowledge Management.* The Project shall implement mechanisms for continuous improvement. Farmer and Agropastoral Field Schools (FFSs and APFSs) shall test and validate sustainable practices, generating knowledge to be shared among stakeholders. Workshops and training programs shall provide insights into practical challenges and community dynamics. The documented best practices and lessons learned shall provide a foundation for expanding Project activities to additional municipalities. The MIS shall facilitate tracking progress across different phases of the Project.

12. *Project Implementation Manual.* The Borrower shall prepare a comprehensive Project Implementation Manual, together with an Annual workplan and Budget (AWPB) and the associated procurement plan and terms of reference for various service providers to be procured, and to ensure implementation readiness. The AWPB shall be consolidated at municipal, provincial, and national levels, ensuring coherence with national development goals. Any revisions to the PIM and AWPB shall require prior approval by the Fund.

Schedule 2

Allocation Table

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

	IFAD Loan 1 Amount (Expressed in USD)	IFAD Loan 2 Amount (Expressed in USD)	Percentage (Net of Taxes, Government and Beneficiary contributions)
1. Works	2 860 000		100%
2. Consultancies	14 240 000	1 110 000	100%
a) <i>Agropastoral/ Farmers Field School</i>	9 850 000	1 110 000	
b) <i>Business development services</i>	1 380 000		
2 <i>Other technical assistance</i>	3 010 000		
3. Training and Workshop	2 880 000	830 000	100%
4. Equipment and Materials	7 690 000	1 710 000	100%
5. Grants and Subsidies	1 240 000	260 000	100%
6. Salaries and allowances	1 280 000	590 000	100%
7. Unallocated	3 353 000	500 000	100%
TOTAL	33 543 000	5 000 000	

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

- (i) The category "Consultancies" broken down to sub-categories and includes consultancy costs relating to Farmers Field Schools, Business Development Services, and other technical assistance.
- (ii) The category "Equipment and materials" includes costs relating to equipment, vehicles, goods, services and inputs.
- (iii) The category "Salaries and Allowances" also includes operating costs.

2. Disbursement arrangements

(a) Start-up Costs. Withdrawals in respect of expenditures for start-up costs in goods and services, consultancies, salaries and allowances categories incurred before the satisfaction of the general conditions precedent to withdrawal shall not exceed an aggregate amount of USD 500 000. Activities to be financed by Start-up Costs will require the no objection from IFAD to be considered eligible.

(b) Disbursements will be made based on quarterly Interim Financial Reports and in line with the Project Financial Management and Financial Control Arrangements Letter (FMFCL).

(c) IFAD Loans will not be used to finance taxes and duties.

Schedule 3

Special Covenants

I. General Provisions

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

1. Within 6 months of entry into force of the Financing Agreement, the Project shall procure and install a customized accounting software as it is the practice in IFAD on-going supported projects, to satisfy International Accounting Standards and IFAD's requirements.
2. Within six (6) months of entry into force of the Financing Agreement, the Project, where relevant, will enter into Memorandum of Understandings (MoU) with implementing partners that will structure the collaboration, define roles, responsibilities and duties with regards to implementation, financial management, accounting and reporting.
3. *Planning, Monitoring and Evaluation.* The Borrower shall ensure that (i) a Planning, Monitoring and Evaluation (PM&E) system shall be established within twelve (12) months from the date of entry into force of this Agreement.
4. *Final audit report.* The final audit report shall be submitted to IFAD by the Project's financial closure date.
5. *Gender.* The Borrower shall ensure that gender equality and women's empowerment are mainstreamed in all Project activities, in line with IFAD's gender policy and applicable national laws, with at least 50% of PRODESA beneficiaries being women. The Borrower will implement the Gender Action Learning System (GALS) methodology in Farmer Field Schools (FFS) and Agropastoral Field Schools (APFS) to promote gender equality and empower women.
6. *Vulnerable People Concerns.* The Borrower shall ensure that the concerns of people with disabilities, minority groups and people living with HIV/AIDS are given due consideration in implementing the Project and, to this end, shall ensure that:
 - (a) the Project is carried out in accordance with the applicable provisions of the relevant vulnerable peoples national legislation;
 - (b) vulnerable people are adequately and fairly represented in all local planning for Project activities;
 - (c) vulnerable peoples' rights are duly respected;
 - (d) vulnerable peoples' communities, participate in policy dialogue and local governance;
 - (e) The terms of Declarations, Covenants and/or Conventions ratified by the Borrower on the subject are respected;
 - (f) The Project will not involve encroachment on traditional territories used or occupied by vulnerable communities.
7. *Land tenure security.* The Borrower shall ensure that land tenure and land-use rights are respected and strengthened in Project activities in accordance with national legislation and international best practice.
8. *Anticorruption Measures.* The Borrower shall comply with IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations.

9. Sexual Harassment, Sexual Exploitation and Abuse. The Borrower and the Project Parties shall ensure that the Project is carried out in accordance with the provisions of the IFAD Policy on Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse.

10. Use of Project Vehicles and Other Equipment. The Borrower shall ensure that:

- (a) all vehicles and other equipment procured under the Project are allocated to the PMU and other implementing partners for Project implementation;
- (b) The types of vehicles and other equipment procured under the Project are appropriate to the needs of the Project; and
- (c) All vehicles and other equipment transferred to or procured under the Project are dedicated solely to Project use.

11. IFAD Client Portal (ICP) Contract Monitoring Tool. The Borrower shall ensure that a request is sent to IFAD to access the project procurement Contract Monitoring Tool in the IFAD Client Portal (ICP). The Borrower shall ensure that all contracts, memoranda of understanding, purchase orders and related payments are registered in the Project Procurement Contract Monitoring Tool in the IFAD Client Portal (ICP) in relation to the procurement of goods, works, services, consultancy, non-consulting services, community contracts, grants and financing contracts. The Borrower shall ensure that the contract data is updated on a quarterly basis during the implementation of the Project.

12. The Key Project Personnel are: project coordinator, procurement manager, finance manager, monitoring and evaluation manager, farm field school specialist, infrastructure specialist, community development and social inclusion specialist, access to finance manager, climate change and environment specialist, business development specialist, land governance and titling specialist, liaison officer, and internal auditor. In order to assist in the implementation of the Project, the PMU, unless otherwise agreed with IFAD, shall employ or cause to be employed, as required, key staff whose qualifications, experience and terms of reference are satisfactory to IFAD. Key Project Personnel shall be seconded to the PMU in the case of government officials or recruited under a consulting contract following the individual consultant selection method in the IFAD Procurement Handbook, or any equivalent selection method in the national procurement system that is acceptable to IFAD. The recruitment of Key Project Personnel is subject to IFAD's prior review as is the dismissal of Key Project Personnel. Key Project Personnel are subject to annual evaluation and the continuation of their contract is subject to satisfactory performance. Any contract signed for Key Project Personnel shall be compliant with the national labour regulations or the ILO International Labour Standards (whichever is more stringent) in order to satisfy the conditions of IFAD's updated SECAP. Repeated short-term contracts must be avoided, unless appropriately justified under the Project's circumstances.

II. SECAP Provisions

1. The Borrower shall carry out the preparation, design, construction, implementation and operation of the Project in accordance with the nine standards and other measures set forth in the Updated Social, Environmental and Climate Assessment Procedures (SECAP 2021 Edition) of IFAD, and with all applicable laws and regulations of Angola.

2. For Projects presenting moderate social, environmental and climate risks, the Borrower shall carry out the implementation of the Project in accordance with the measures and requirements set forth in the Social and Climate Management Frameworks (ESCMFs) and Environmental, Social and Climate Management Plans (ESCMPs) and Free, Prior and

Informed Consent (FPIC) Plans or , FPIC Implementation Plans, , Pesticide Management Plans,, , taken in accordance with SECAP requirements and updated from time to time by the Fund.

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

3. The Borrower shall not, commence implementation of any works where resettlement or compensation is involved unless all Project-affected persons have been duly compensated or resettled in accordance with national law and SECAP requirements.

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

5. The Borrower shall ensure that all bidding documents and contracts for goods, works and services contain provisions that require contractors, sub-contractors and suppliers to comply at all times in carrying out the Project with the standards, measures and requirements set forth in the SECAP 2021 standards and the applicable Management Plan(s), if any.

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

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

In the occurrence of such event, the Borrower shall:

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

Serious ESHS incident means serious incident, accident, complaint with respect to environmental, social (including labor and community), health and safety (ESHS) issues that occur in the context of the loan or within the Borrower activities. Serious ESHS incidents can comprise incidents of (i) environmental; (ii) occupational; or (iii) public health and safety; or (iv) social nature as well as material complaints and grievances addressed to the Borrower (e.g. any explosion, spill or workplace accident which results in death,

serious or multiple injuries or material environmental contamination, accidents of members of the public/local communities, resulting in death or serious or multiple injuries, sexual harassment and violence involving Project workforce or in relation to severe threats to public health and safety, inadequate resettlement compensation, disturbances of natural ecosystems, discriminatory practices in stakeholder consultation and engagement (including the right of indigenous peoples to free, prior and informed consent), any allegations that require intervention by the police/other law enforcement authorities such as loss of life, sexual violence or child abuse, which (i) have, or are likely to have a material adverse effect; or (ii) have attracted or are likely to arouse substantial adverse attention of outside parties or (iii) to create substantial adverse media/press reports; or (iv) give, or are likely to give rise to material potential liabilities).

7. The Borrower shall ensure that SECAP processes are respected by the Executing Agency, Implementing Agency, contractors, sub-contractors and suppliers to always ensure that the relevant processes set out in the SECAP 2021 Edition as well as in the Management Plan(s) (if any) are respected.

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

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

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

Logical framework

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Outreach	CI 1: Persons receiving services promoted or supported by the project	0	48175	96350	Project M&E System	Semi-annual	Project M&E Unit	Government implementation capacities are strengthened throughout the project. Government rural development policies are oriented towards poverty reduction and support the regional agricultural development. Women (50%) Young People (30%) PWD (5%). Average HH size (4.8)
	CI 1.a: Corresponding number of households reached	0	48175	96350	Project M&E system	Semi-annual	Project M&E Unit	
	CI 1.b: Estimated corresponding total number of households members	0	231240	462480	Project M&E system	Semi-annual	Project M&E Unit	
Project Goal: Contribute to reducing multi-dimensional poverty among rural population in the east and South of Angola	Multidimensional Poverty Index (MPI) reduced	76%	70%	65%	Impact Survey - Alkire-Foster Method	Baseline, Midterm, Endline of Project	Project M&E Unit / consultancy firm	Continuity of public policies and programs that support rural poverty reduction. Absence of major economic disruptions.
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	Households reporting an increase of at least 20% in their	0	28905	48175	Project M&E System / Survey reports	Baseline, Midterm, End of Project	Project M&E Unit / consultancy firm	Policies and incentives favour sustainable agricultural practices. The economic crisis shows improvement. Increase in resilience Index (50%). Increase in income (80% of project targets)
	Households reporting an increase in incomes	0	38540	77080	Project M&E System / Survey reports	Baseline, Midterm, End of Project	Project M&E Unit / consultancy firm	
Outcome 1: Resilient Agricultural Farming and Livelihood Systems	CI 3.2.2: Households reporting adoption of environmentally sustainable and climate- resilient	0	28905	48175	COI / Impact Survey	Baseline, Midterm, End of Project	Project M&E Unit / 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. Adoption of climate- resilient technologies and practices (50% of project target); Adoption of new/improved inputs (90%); Reduced water shortage (78% of FFS beneficiaries); and increase in production (70% of FFS beneficiaries)
	CI 1.2.2: Households reporting adoption of new/improve	0	10733	42930				
	CI 1.2.3: Households reporting reduced water shortage vis-à-vis production needs	0	0	37206				
	CI 1.2.4: Households reporting an increase in production	0	16695	33390				
	CI 1.2.8: Percentage of women reporting minimum dietary diversity (MDDW)	0%	40%	50%				
Output 1.1: Community resilience plans developed	Number of Communities resilience project action plans	0	310	310	Project M&E system	Annual	Project M&E Unit	Active community participation and ownership. About 715 HH of the San community
	CI 3.1.1: Groups supported to sustainably manage	0	357	715				
Output 1.2: Technical training using Agropastoral/Farmer fields schools for increased production, resilience and nutrition	Government employed staff trained in project related fields	0	65	129	Project M&E system	Annual	Project M&E Unit	Good synergies are established between State level rural advisory services and FFS/APFS. Total Staff trained (129 staff). Nutrition (98), FFS methodology (98), GALS (31) FFS/APFS total (1,590). FFS (1,550), APFS (40). Farmers trained 47,700. Livestock (1,200), crop (46,500)
	Farmer Field Schols and Agro-pastoral Field Schools	0	795	1590				
	FFS graduated into cooperatives ready for commercial	0	54	543				
	CI 1.1.4: Persons trained in production practices and/or technologies	0	23850	47700				
	CI 1.1.3: Rural producers accessing production inputs	0	23850	47700				
	CI 1.1.2: Farmland under water-related infrastructure	0	2152	4304				
Output 1.3: Land access and ownership by San nomadic groups, and indigenous knowledge integration within modern forest	CI 1.1.8: Households provided with targeted support to	0	48175	96350	Project M&E System	Annual	Project M&E Unit	Policy instruments favor IPs land access and ownership
	CI 1.1.1: Beneficiaries gaining increased secure access to land	0	357	715				
Outcome 2: Improved connectivity and access to markets	CI 2.2.6: Households reporting improved physical access to markets, processing and storage				COI / Impact Survey	Baseline, Midterm, End of Project	Project M&E Unit / consultancy firm	Availability of technical capacity and ability to engage TA. Active participation of women and young people. Appetite by financial institutions to provide credit exit. Physical Access to: Markets (50% of FFS producers supported with roads): Storage, and processing facilities (70% and 66% of 250 FOs receiving matching grants, respectively). Increase in profits (40% of cooperatives with financed BPs) Effective implementation of Business Development services. Supported cooperatives are able to present convincing BPs for financing and provide employment. About 5 employees per 627 cooperatives.
	Households reporting improved physical access to markets	0	6375	12750				
	Households reporting improved physical access to storage facilities	0	1750	3500				
	Households reporting improved physical access to processing facilities	0	1650	3300				
	CI 2.2.2: Supported rural enterprises reporting an increase in profit	0	125	251				
	CI 2.2.5: Rural producers' organizations reporting an	0	44	439				
	Cooperatives supported in component 2 accessing credit	0	314	627				
	CI 2.2.1 Persons with new jobs/employment opportunities	0	1568	3135				
Output 2.1: Structured supply chain linked to markets	CI 2.1.2: Persons trained in income-generating activities or business management	0	7840	15680	Project M&E	Annual	Project M&E Unit	Successful implementation of component 1.
Output 2.2: Improved market-access infrastructure	CI 2.1.5: Roads constructed, rehabilitated or upgraded	0	250	500	Project M&E system	Annual	Project M&E Unit	Communities support the infrastructure rehabilitation. Thefts and damages to infrastructure are limited to low levels. 500KM of roads and 50 bridges

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	0	1	1	COI / Impact Survey	Baseline, Midterm, End of Project	Project M&E Unit / consultancy firm	Sustained policy focus on economic diversification, agriculture and rural development About 60% of project targets are satisfied with project services and can decision making.
	SF 2.1: Households satisfied with project-supported services	0	28905	57810	COI / Impact Survey			
	SF 2.2: Households reporting they can influence decision-making of local authorities and project-supported service providers	0	28905	57810	COI / Impact Survey			
Output 3.1: Agricultural sector policy supported, and knowledge products promoted	Policy 1: Policy-relevant knowledge products completed	0	2	3	Project M&E system	Annual	Project M&E Unit	Availability of institutional capacity

Integrated programme risk matrix

Risk Categories and Subcategories	Inherent	Residual
Country Context		
Political Commitment	Moderate	Moderate
Risk: The change of the Government after general Elections may result in policy changes.		
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 146 th in 2019 to 121 st 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.		
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.		
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 38 th 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		
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		
Policy alignment	Low	Low
Risk: The country approved a new National Development Plan (2023-2027) in 2023, that PRODESA is aligned to.		
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 & 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.		

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		
Project vulnerability to environmental conditions	Moderate	Moderate
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		
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. In 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.		
Project vulnerability to climate change impacts	Substantial	Substantial
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 variability and increased intensity of events, 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. Increasing climate variability 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 (due to prolonged drought conditions), further exacerbates the vulnerability of the agricultural systems.		
Mitigations: To mitigate the risks posed by climate variability, 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		
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.		
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.		
Mitigations: To continue securing technically 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 Bie, the activities with the San people, and support for supply chain and linkage to markets.		
Institutional Capacity for Implementation & Sustainability		
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.		

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
Mitigation: 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
Mitigation: • 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.		

M&E arrangements	Moderate	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.		
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.		
Procurement		
Legal and regulatory framework		
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.	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 (Compras Publicas) to centralize and allow free access to public procurement information by all stakeholders. Project to use IFAD OPEN system to process procurement activities.		
Institutional Framework and Management Capacity	Substantial	Substantial
Risks: 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.		
Mitigations: Increase funding to 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.		
Public Procurement and Operations and Market Practices	Moderate	Moderate
Risk(s): Procurement decisions are not based on market analysis and risks due to the 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.		
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.		
Accountability, Integrity and Transparency of the Public Procurement System		
Risk(s): 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	Moderate	Moderate

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.		
Mitigations: Ensure the project is audited annually by external independent auditors.		
Assessment of Project Complexity	Moderate	Moderate
Risk(s): Some components of the project involve procurement of works/infrastructure which are complex and inter dependent procurements, requiring proper sequencing and co-ordination. Since the Implementing Agency does not have adequate procurement capacity and experience, there is a risk that lack of proper sequencing and co-ordination may delay project implementation. . The project is classified with moderate social and environmental risks and substantial climate risk.		
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. The Project will use IFAD standard SECAP clauses in contracts		
Assessment of Implementing Agency Capacity	Moderate	Moderate
Risk(s): The IA has the necessary facilities to carry out the expected procurement activities for the Project, but it does not have inhouse personnel as it relies on procurement support by the Ministry of Agriculture. Moreover, the procurement staff of the Ministry do not have adequate experience in procurement of donor funded projects and they are not certified procurement practitioners. 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 is absence of a contract management system. Contract monitoring is weak. Information regarding contract awards and monitoring is limited. 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 no reliable records for monitoring procurement management. Key procurement and contract information such as contract awards, and contractual correspondence is missing from		

files. Original contracts are stored on open files and not in a fire-proof place. There is a risk of losing original documents, due to misplacement, damage, wilful extraction from the file or in case of fire outbreak.		
Mitigations: In the medium term, the IA should establish a procurement department with qualified procurement staff and support them to enrol for the IFAD BUILDPROC course to build skills on good procurement practices and familiarize themselves with IFAD procurement procedures. A Procurement Unit will be established for the Project and be staffed with qualified and experienced Procurement Officer and an Assistant. The engagement of procurement staff will require IFAD no objection. Project to use the PPS prepared during design and update it annually. Project to establish contract implementation plans or internally documented procedures and maintain an updated record of all contracts in CMT and ensure close monitoring of all awarded contracts. Maintain consolidated procurement files with contract management records. Retain copies of contractual correspondence on file. Original contracts should be kept in secured office storage.		
Financial Management		
Overall	Substantial	Substantial
Organization and Staffing	Substantial	Substantial
Risk (s): 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.		
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.		
Budgeting	Substantial	Substantial
Risk(s): (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.		
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.		
Funds flow/disbursement arrangements	Substantial	Substantial
Risk(s): (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.		
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.		
Internal controls	Substantial	Substantial
Risk(s): (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.		
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, 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 and the status of the audit recommendations to be included in the quarterly interim financial reports;		

Accounting and financial reporting	Substantial	Substantial
Risk(s): (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.		
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.		
External audit	Substantial	Substantial
Risk (s): (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.		
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.		
Environment, Social and Climate Impact		
Biodiversity conservation	Moderate	Moderate
Risk(s): 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.		
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.		
Resource efficiency and pollution prevention	Low	Low
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.		
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	Low	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		
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 sex and age disaggregated data to monitor the performance of the targeting strategy.		
Indigenous Peoples	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		
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.		
Community health and safety	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. 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.		
Labour and working conditions	Low	Low
Risk: Young labour- forces 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 such as prolonged drought. The elderly, child-headed households and people living with HIV/AIDS that are dependent on such labour have become more vulnerable in light of these negative drivers.		
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.		
Physical and economic resettlement	Low	Low
Risk: No risk envisaged		
Mitigations:		
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.		
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(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 minority 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.		
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		
Stakeholder engagement/coordination	Moderate	Moderate
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 minority 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.		
Mitigations: Mitigation Measures 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 minority 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(s): 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.		
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.		
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Phase assessment criteria

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