FIDA
Invertir en la población rural

Junta Ejecutiva
144.º período de sesiones
Roma, 14 y 15 de mayo de 2025

Informe del Presidente

Propuesta de préstamo

Programa adaptable con distintas fases – Fase 1

República de Angola

Programa de Desarrollo Sostenible para la Agricultura Familiar de Subsistencia

N.º de identificación del proyecto: 2000003951

Signatura: EB 2025/144/R.3/Rev.2

Tema: 3 a) i) b) i)

Fecha: 14 de mayo de 2025

Distribución: Pública

Original: Inglés

Para aprobación

Medida: Se invita a la Junta Ejecutiva a que apruebe la recomendación que figura en el párrafo 77.

Preguntas técnicas:

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Mapa de la zona del programa

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

Mapa elaborado por el FIDA | 23-9-2024

Resumen de la financiación

Institución iniciadora:	FIDA
Prestatario:	República de Angola
Organismo de ejecución:	Ministerio de Agricultura y Silvicultura
Costo total del programa con distintas fases	USD 132,00 millones
Costo total de la primera fase:	USD 73,00 millones
Monto del primer préstamo del FIDA (Sistema de Asignación de Recursos basado en los Resultados (PBAS)):	USD 33,54 millones
Condiciones del primer préstamo del FIDA:	Condiciones ordinarias: hasta 30 años, incluido un período de gracia de hasta 8 años, con un plazo medio de vencimiento de 18 años, sujeto a un interés equivalente a la tasa de interés de referencia del FIDA, incluido un diferencial variable
Monto del segundo préstamo del FIDA (Mecanismo de Acceso a Recursos Ajenos (BRAM)):	USD 5,00 millones
Condiciones del segundo préstamo del FIDA:	Condiciones ordinarias: hasta 30 años, incluido un período de gracia de hasta 8 años, con un plazo medio de vencimiento de 18 años, sujeto a un interés equivalente a la tasa de interés de referencia del FIDA, incluido un diferencial variable
Contribución del prestatario:	USD 7,57 millones
Contribución de los beneficiarios:	USD 1,62 millones
Déficit de financiación:	USD 25,26 millones (solo para la primera fase)
Límite máximo de financiación del FIDA para el total del programa con distintas fases (no incluida la primera fase):	USD 59,00 millones
Monto de la financiación del FIDA para el clima:	USD 28,983 millones (de los cuales USD 0,83 millones es un complemento climático)
Institución cooperante:	FIDA

I. Contexto

A. Contexto nacional y justificación de la actuación del FIDA

Contexto nacional

1. **Contexto económico y político.** Desde el final de la guerra civil en 2022, la República de Angola ha sufrido importantes cambios políticos y, a pesar de los recientes avances en la lucha contra la corrupción, el país aún enfrenta desafíos vinculados a la falta de eficacia en materia de gobernanza. La economía de Angola depende principalmente del petróleo, lo que ocasiona situaciones de volatilidad debido a las fluctuaciones del precio mundial de este. Los esfuerzos por diversificar la economía han sido constantes, pero sigue habiendo dificultades, como la elevada inflación y la inestabilidad económica.

2. **Contexto social.** Angola registra importantes niveles de pobreza y desigualdad, con un coeficiente de Gini de 51,3, uno de los más altos del mundo. El desempleo juvenil asciende al 58 %. Se han implementado programas de protección social, pero el progreso es lento.

3. Angola está atravesando una transición posconflicto y concentrándose en la diversificación económica y la estabilidad social. La sensibilidad a los conflictos, especialmente en torno a la gobernanza de los recursos naturales, es fundamental para el fomento de la resiliencia. Más de la mitad de la población vive con menos de USD 2,15 al día, en particular en las zonas rurales. El país se enfrenta a importantes problemas en materia de seguridad alimentaria debido a la gran dependencia de alimentos importados, el cambio climático y la creciente intensidad de los fenómenos meteorológicos extremos (en particular, las sequías). En ese contexto, los esfuerzos por mejorar la seguridad alimentaria se centran en el aumento de la productividad agrícola y el apoyo a los pequeños agricultores. Las tierras rurales aún están contaminadas con campos de minas, y se cultiva solo el 10 % de las tierras agrícolas. Los pequeños agricultores producen alrededor del 80 % de los productos agrícolas. Por tanto, la revitalización de la agricultura en pequeña escala es fundamental para diversificar la economía e incrementar la seguridad alimentaria.

4. El Plan Nacional de Desarrollo 2023-2027 se centra en la promoción de la diversificación económica, la reducción de la desigualdad y la modernización de la infraestructura. En materia de políticas, lo que más se necesita son medidas de protección social más fuertes y estrategias de diversificación eficaces. El objetivo de la Estrategia de Desarrollo a Largo Plazo para Angola (2025) es reducir la pobreza y mejorar la seguridad alimentaria mediante el desarrollo rural y el apoyo agrícola, con énfasis en el desarrollo sostenible y el empoderamiento rural. La estrategia nacional respecto al cambio climático se orienta a fomentar la resiliencia y promover el uso de prácticas ambientales sostenibles.

5. Algunos de los actores que intervienen en el desarrollo de Angola son el Banco Africano de Desarrollo, el Banco Mundial y los organismos de las Naciones Unidas.

Aspectos específicos relativos a las esferas transversales prioritarias del FIDA

6. El Programa de Desarrollo Sostenible para la Agricultura Familiar de Subsistencia (PRODESA) aborda varias esferas transversales, entre ellas, la nutrición, la juventud y la financiación para el clima. La iniciativa integra indicadores obligatorios del marco de indicadores básicos del FIDA a nivel de los productos y los efectos directos, tal como se especifica en su marco lógico. En consonancia con los compromisos transversales asumidos por el FIDA, el programa ha recibido las clasificaciones que se detallan a continuación:

☒ Abarca la financiación para el clima

☒ Es sensible a la nutrición

☒ Tiene en cuenta a la juventud

☒ Tiene en cuenta la capacidad de adaptación

Razones que justifican la intervención del FIDA

7. La participación del FIDA en el programa aborda los principales problemas que enfrentan los pequeños agricultores en la región oriental de Angola, como la inseguridad alimentaria y nutricional, la vulnerabilidad climática, y el escaso acceso a los mercados. El programa es coherente con el Plan Nacional de Desarrollo del país, que hace hincapié en la diversificación económica y el desarrollo rural. Los conocimientos especializados del FIDA sobre agricultura resiliente al clima, fomento de la capacidad y escuelas de campo para agricultores contribuirán a la eficacia del programa. La iniciativa se centra en las zonas desatendidas, aprovechando los proyectos existentes y empleando un proceso de planificación participativa para garantizar que las intervenciones se adapten a cada contexto. El enfoque adaptable con distintas fases da lugar al aprendizaje y la adaptación para contribuir al desarrollo sostenible. Este programa presta especial atención a los grupos vulnerables, como las mujeres, la gente joven y el pueblo *san* (un Pueblo Indígena nómada), y promueve el crecimiento inclusivo. Gracias a sus sólidas asociaciones, la consonancia de su labor con los objetivos nacionales e internacionales y el enfoque de desarrollo integrado que utiliza, el FIDA se encuentra en una posición ideal para ejecutar de forma eficaz este programa, mejorando así la productividad agrícola, fomentando la resiliencia y promoviendo el crecimiento económico inclusivo.

B. Enseñanzas extraídas

8. **Focalización inclusiva.** La focalización eficaz permite integrar a los grupos vulnerables. El Programa de Desarrollo Sostenible para la Agricultura Familiar de Subsistencia financiará la alfabetización y la educación nutricional, además de promover el empoderamiento económico de las mujeres en el desarrollo de microempresas y pequeñas y medianas empresas. Asimismo, incluye un subcomponente para el pueblo san que permite atender sus necesidades específicas. Las enseñanzas extraídas del Proyecto de Mejora de la Resiliencia de los Pequeños Productores y el Proyecto de Desarrollo y Comercialización de la Producción Agrícola en Pequeña Escala en las Provincias de Cuanza Sul y Huíla ponen de relieve la importancia de la focalización inclusiva.

9. **Adaptación al cambio climático y acceso a las tierras.** Para fomentar la sostenibilidad, es preciso dar prioridad a la adaptación al cambio climático y a la ordenación de las tierras. El programa formalizará los derechos de uso de las tierras antes de la realización de inversiones, a fin de garantizar la sostenibilidad a largo plazo y el crecimiento.

10. **Enfoque basado en las escuelas de campo para agricultores.** Este enfoque fortalece las capacidades técnicas, el empoderamiento social y la adopción de prácticas. El programa aplicará este enfoque para apoyar a los grupos en la conformación de cooperativas comerciales y en la gestión de los fondos comunitarios.

11. **Participación de múltiples partes interesadas y vínculos con los mercados.** La participación de las instituciones públicas, el sector privado, las organizaciones no gubernamentales y los grupos comunitarios es fundamental para lograr una integración eficaz en las cadenas de valor. El programa se orienta a crear vínculos con los mercados, impulsando así el uso de mejores prácticas y el rendimiento de las inversiones.

12. **Simplicidad del diseño del programa.** La claridad de la estructura y la interrelación entre los componentes son factores fundamentales. El diseño del programa garantiza una secuenciación adecuada de las actividades y que resulten fáciles de gestionar, con lo que se evitan los problemas que enfrentó el Proyecto de Mejora de la Resiliencia de los Pequeños Productores generados a causa de su complejidad.

13. **Fomento de la capacidad en el ámbito del Gobierno.** El fortalecimiento de las instituciones gubernamentales mediante el fomento de la capacidad para la extensión y gestión agrícolas es un elemento central del programa, el cual se ajusta a las enseñanzas extraídas de la cartera de actividades del FIDA.

14. **Sinergias con otras inversiones.** El programa se coordinará con otras iniciativas financiadas por los donantes para garantizar que la inversión complementaria se fortalezca y se destine a las prioridades.

15. **Enseñanzas que conducen al uso del programa adaptable con distintas fases.** Este enfoque permite una intervención estructurada en un período de 11 años que da lugar al aprendizaje y a la adaptación. La primera fase fomenta las capacidades y la segunda fase amplía la escala de las intervenciones eficaces, asegurando así la flexibilidad y la capacidad de respuesta. Se espera que un plazo más largo atraiga cofinanciación, y que esta contribuya a lograr metas de financiación ambiciosas.

II. Descripción del programa

A. Objetivos, zona geográfica de intervención y grupos objetivo

16. El **objetivo general del programa** es mejorar la seguridad alimentaria y nutricional de los pequeños agricultores en la zona seleccionada, e incrementar los ingresos que obtienen de la agricultura al ayudarlos a conectarse con los mercados agroalimentarios.

17. El **objetivo de desarrollo del programa** es mejorar la seguridad alimentaria y nutricional y los ingresos de los pequeños agricultores y los grupos étnicos minoritarios, al tiempo que se incrementa su resiliencia a los efectos del cambio climático (como las sequías) y otras perturbaciones y factores de estrés. Esto se logra mediante la generación de conocimientos técnicos sobre producción, el apoyo a los agricultores para que puedan acceder a la agrofinanciación, y la inversión en actividades orientadas al mercado facilitadas por un apoyo empresarial específico e inversiones en infraestructura local.

Plan general para la segunda fase del programa adaptable con distintas fases

18. La segunda fase del Programa de Desarrollo Sostenible para la Agricultura Familiar de Subsistencia tendrá como punto de partida los logros de la primera fase y se centrará en ampliar las intervenciones eficaces para abarcar otros municipios, incrementar el número de escuelas de campo para agricultores y de escuelas de campo para agropastores, y mejorar el acceso de los pequeños productores a los mercados. Conllevará proyectos de infraestructura de mayor escala, reformas en el ámbito de las políticas, y estrategias a largo plazo para la adaptación al clima y el fomento de la resiliencia.

Duración de las fases

Primera fase: de mediados de 2025 a mediados de 2030 (5 años).

Todo el programa adaptable con distintas fases: de 2025 a 2036 (11 años).

Zona del programa

19. El Programa de Desarrollo Sostenible para la Agricultura Familiar de Subsistencia abarcará las provincias de Cuando Cubango, Moxico, Lunda Norte, Lunda Sul y Bié. Estas provincias se seleccionaron en función de varios criterios, entre ellos, la

incidencia de la pobreza y la vulnerabilidad a la inseguridad alimentaria y nutricional; el impacto del cambio climático (por ejemplo, de la variación en los regímenes de precipitaciones y la gravedad de las sequías); el nivel actual de inversión en las zonas desatendidas en lo que respecta a las inversiones; la posibilidad de establecer sinergias con otras intervenciones, y la falta de cobertura de otros proyectos del FIDA.

Características agroecológicas

20. Las zonas de intervención del programa en Angola engloban diversas zonas agroecológicas. **La parte sur de la provincia de Cuando Cubango** presenta una baja densidad demográfica, una escasa conectividad por carretera y condiciones semiáridas con suelos arenosos. **La parte norte de la provincia de Cuando Cubango y la provincia de Moxico** presentan mejor infraestructura por carretera y recursos hídricos, pero carecen de sistemas de riego. En **Lunda Norte y Lunda Sul** se registran abundantes precipitaciones y se practica una agricultura de corta y quema. En **la provincia de Bié** existen abundantes recursos hídricos y se utilizan prácticas agrícolas avanzadas gracias a intervenciones anteriores. La **comunidad san** de Cuando Cubango y Moxico depende de la caza y la recolección y enfrenta inseguridad alimentaria debido a la degradación de los bosques. Estas zonas requieren intervenciones especialmente adaptadas para fomentar el desarrollo sostenible.

Grupos objetivo

21. Los hogares de los pequeños agricultores y productores agropastoriles pobres son vulnerables desde los puntos de vista económico y social, enfrentan inseguridad alimentaria y nutricional, y se dedican a los cultivos de subsistencia. El pueblo san, integrado por grupos de cazadores-recolectores, tiene necesidades particulares en lo que respecta a sus medios de vida. Las mujeres y la gente joven constituyen el 50 % y el 30 % de los participantes del programa, respectivamente. Otros grupos minoritarios son las personas con discapacidad y las minorías étnicas.

Principales características y vulnerabilidades

22. El grupo más vulnerable (C.1)[1] está formado por hogares pobres con escaso acceso a la tierra, al agua y a los activos, y por familias agricultoras muy pobres, agropastores en pequeña escala, personas cabeza de hogares sin tierras y grupos minoritarios. Los agricultores en pequeña escala con baja productividad (C.2) tienen escasas oportunidades económicas, y en este grupo se da prioridad a los hogares encabezados por mujeres y personas jóvenes pobres. Los actores económicos locales (C.3) son las cooperativas y las microempresas y pequeñas empresas que participan en las cadenas de suministro comerciales.

Tamaño estimado del grupo objetivo

23. El programa se dirige a un total de 96 350 hogares, conformados por 462 480 personas, de las cuales el 50 % son mujeres, el 30 % son personas jóvenes, y el 5 % son grupos minoritarios.

B. Componentes, efectos directos y actividades

24. El **Programa de Desarrollo Sostenible para la Agricultura Familiar de Subsistencia** tiene por finalidad reducir la pobreza multidimensional entre las poblaciones rurales de Angola y consta de los tres componentes que se indican a continuación.

[1] Véase el informe sobre el diseño del Programa de Desarrollo Sostenible para la Agricultura Familiar de Subsistencia para obtener más detalles.

25. **Componente 1: Sistemas de producción agrícola y medios de vida resilientes.** Este componente se orienta a incrementar la producción local de alimentos y hacer frente a la vulnerabilidad climática. Comprende los siguientes elementos:

- **Movilización comunitaria y planificación participativa para el fomento de la resiliencia.** Participación de las comunidades en actividades de planificación para determinar riesgos y oportunidades, y formulación de planes comunitarios de acción para el fomento de la resiliencia.
- **Formación técnica utilizando escuelas de campo para agricultores y escuelas de campo para agropastores.** Fomento de la capacidad de los productores en materia de prácticas resilientes al clima, agricultura con atención a la nutrición y ordenación sostenible de las tierras. Esto implica la realización de sesiones de formación, el uso de campos de pruebas y el establecimiento de fondos comunitarios (*caixa comunitária*).
- **Apoyo al pueblo san.** Mejora de la resiliencia y los medios de vida de las comunidades de cazadores-recolectores san mediante la realización de actividades adaptadas al clima y la gestión sostenible de los bosques.

26. **Componente 2: Mejora de la conectividad y el acceso a los mercados.** Este componente se orienta a fortalecer el acceso a los mercados y la integración de los pequeños agricultores y las cooperativas. Incluye específicamente:

- **Estructuración de la cadena de suministro y establecimiento de vínculos con los mercados.** Fomento de las capacidades de gestión empresarial, formulación de planes de negocio, y facilitación del acceso a la agrofinanciación mediante un mecanismo de cofinanciación de dos niveles.
- **Inversiones públicas en infraestructura para el acceso a los mercados.** Renovación de puentes y carreteras rurales para mejorar el transporte y reducir las pérdidas poscosecha. Esto también comprende la construcción de instalaciones de almacenamiento y elaboración para favorecer el acceso a los mercados.

27. **Componente 3: Fortalecimiento institucional, apoyo en materia de políticas y servicios de apoyo a la ejecución.** Este componente sirve de apoyo a los aspectos técnicos del programa y garantiza la eficacia de la ejecución. Comprende los siguientes elementos:

- **Fortalecimiento institucional y apoyo en materia de políticas.** Mejora de las capacidades de las instituciones locales por medio de programas de capacitación, apoyo logístico y reformas en el ámbito de las políticas. Esto implica la formulación de estrategias para la adaptación al clima, la obtención de títulos de propiedad sobre la tierra, y el uso de prácticas agrícolas sostenibles.
- **Servicios de apoyo a la coordinación y ejecución del programa.** Prestación de apoyo administrativo, financiero y en materia de adquisiciones y contrataciones para garantizar una ejecución sin dificultades. Esto comprende el establecimiento de una Unidad de Gestión del Programa (UGP) y de unidades de ejecución provinciales para llevar adelante una gestión descentralizada.

C. Teoría del cambio

28. La propuesta pretende alcanzar los resultados previstos mediante una trayectoria estructurada que conecte insumos, productos, efectos directos e impactos, sobre la base de un marco lógico y una teoría del cambio.

29. **Insumos.** Los recursos y las actividades incluyen el apoyo financiero del FIDA, el Gobierno y entidades cofinanciadoras; los recursos humanos conformados por el personal del programa y los expertos técnicos; la infraestructura; la capacitación y el fomento de la capacidad, y la asistencia técnica de distintas organizaciones.

30. **Productos.** Algunos de los resultados inmediatos son los planes de acción para el fomento de la resiliencia en el marco del programa; la capacitación de los agricultores en relación con prácticas resilientes al clima; el establecimiento de escuelas de campo para agricultores y escuelas de campo para agropastores; la mejora de la infraestructura; la elaboración de planes de negocio para las cooperativas y las microempresas y pequeñas y medianas empresas, y la facilitación del acceso a la financiación.

31. **Efectos directos.** Los resultados a mediano plazo consisten en el aumento de la productividad agrícola; la mejora del acceso a los mercados; el fortalecimiento de las capacidades de las comunidades; la mejora de la seguridad alimentaria y la nutrición; el incremento de los ingresos para los agricultores y las cooperativas, y el aumento de la resiliencia al clima.

32. **Impacto.** Los resultados a largo plazo comprenden la reducción de la pobreza multidimensional; el desarrollo agrícola sostenible; una agroeconomía local dinámica, y la mejora de la calidad de vida gracias al fortalecimiento de la seguridad alimentaria, la nutrición y los ingresos.

33. **Supuestos.** Entre los principales supuestos cabe señalar una suficiente demanda de capacitación, el apoyo adaptado al contexto, la capacidad de ejecución adecuada, recursos financieros accesibles, una demanda de mercado estable, la participación de las comunidades y el apoyo constante del Gobierno.

34. **Contribución al objetivo general del programa adaptable con distintas fases.** El programa adaptable con distintas fases hace posible el aprendizaje y la adaptación entre las fases, lo que garantiza el desarrollo agrícola sostenible y la mejora de los medios de vida de los pequeños agricultores y los grupos étnicos minoritarios.

D. Armonización, sentido de apropiación y asociaciones

35. El programa contribuye a los Objetivos de Desarrollo Sostenible del país por medio del desarrollo agrícola sostenible, el fomento de la resiliencia y la integración en los mercados. Sus principales contribuciones son la reducción de la pobreza multidimensional gracias a la mejora de la productividad agrícola, el incremento de los ingresos y el fortalecimiento de la resiliencia al clima. La iniciativa atiende la seguridad alimentaria impulsando el aumento de la producción de cultivos diversos y nutritivos, y promueve el empoderamiento de las mujeres y la igualdad de género mediante la capacitación específica y la inclusión en los procesos de toma de decisiones. Asimismo, fomenta el trabajo decente y el crecimiento económico al mejorar el acceso a los mercados y fomentar las competencias de desarrollo empresarial; refuerza la acción climática con la aplicación de prácticas resilientes al clima, y contribuye a la vida de los ecosistemas terrestres al apoyar la ordenación sostenible de las tierras y la conservación de los bosques.

36. El programa es coherente con los objetivos estratégicos del FIDA y contribuye al Plan Nacional de Desarrollo y el Plan de Desarrollo a Mediano Plazo para el Sector Agrario de Angola.

E. Costos, beneficios y financiación

Costos del programa

37. El costo total previsto de este programa adaptable con distintas fases se estima en USD 132 millones. El costo total de la primera fase es de USD 73 millones, de los cuales USD 38,54 millones corresponden a la financiación del FIDA, USD 7,57 millones a la contribución del Gobierno, y USD 1,62 millones a la contribución de los beneficiarios. Hay un déficit de financiación de USD 25,26 millones. El límite máximo de financiación del FIDA para la segunda fase se establece en USD 59,00 millones.

38. Las actividades de la primera fase vinculadas al componente 1 (sistemas de producción agrícola y medios de vida resilientes), el componente 2 (mejora de la conectividad y el acceso a los mercados), y el subcomponente 3.1 (fortalecimiento institucional y apoyo en materia de políticas) se computan como financiación para el clima. De conformidad con las metodologías que emplean los bancos multilaterales de desarrollo en el seguimiento de la financiación para la adaptación a la variabilidad climática y la mitigación de sus efectos, el monto total de la financiación para el clima concedida por el FIDA a la primera fase se estima en USD 28 983 000.

Cuadro 1
Costos de la primera fase desglosados por componente, subcomponente y entidad financiadora
(en miles de dólares de los Estados Unidos)

	Primer préstamo del FIDA (PBAS)		*Segundo préstamo del FIDA (BRAM)*		*Beneficiarios*			*Prestatario*			*Déficit de financiación*		*Total de la fase 1*	
Componente/subcomponente	*Monto*	*%*	*Monto*	*%*	*En efectivo*	*En especie*	*%*	*En efectivo*	*En especie*	*%*	*Monto*	*%*	*Monto*	*%*
1. Sistemas de producción agrícola y medios de vida resilientes														
1.1 Planificación comunitaria participativa para el fomento de la resiliencia	2 649	9,6	-	-	-	-	-	-	184	2	-	-	2 833	4
1.2 Formación técnica utilizando escuelas de campo para agricultores y para agropastores con objeto de mejorar la producción, la resiliencia y la nutrición	25 683	71,5	4 347	86,9	637	345	60,5	151	2 039	29	-	-	33 203	45
1.3. Apoyo al pueblo san mediante intervenciones de fomento de los medios de vida y la gestión y conservación de los bosques	132	-	-	-	-	-	-	-	79	1	1 229	4,9	1 440	2
Subtotal	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. Mejora de la conectividad y el acceso a los mercados														
2.1 Estructuración de la cadena de suministro y establecimiento de vínculos con los mercados	1.669	6,0	-	-	641	-	39,5	-	610	8	8 284	32,8	11 205	15
2.2 Inversiones públicas en infraestructura para el acceso a los mercados	433	1,6	-	-	-	-	-	-	1 427	19	8 991	35,6	10 851	15
Subtotal	2 102	6,2	-	-	641	-	39,5	-	2 037	27	17 276	68,4	22 057	30,2
3. Fortalecimiento institucional, apoyo en materia de políticas y servicios de apoyo a la ejecución														
3.1 Fortalecimiento institucional y apoyo en materia de políticas	527	1,9	-	-	-	-	-	162	93	3	846	3,3	1 628	2
3.2 Servicios de apoyo a la coordinación y ejecución del programa	2 450	8,9	653	13,1	-	-	-	746	2 077	37	5 914	23,4	11 840	16
Subtotal	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**

Cuadro 2
Costos de la primera fase desglosados por categoría de gastos y entidad financiadora
(en miles de dólares de los Estados Unidos)

	Primer préstamo del FIDA (PBAS)		*Segundo préstamo del FIDA (BRAM)*		*Beneficiarios*			*Prestatario*			*Déficit de financiación*		*Total de la fase 1*	
Categoría de gasto	*Monto*	*%*	*Monto*	*%*	*En efectivo*	*En especie*	*%*	*En efectivo*	*En especie*	*%*	*Monto*	*%*	*Monto*	*%*
Costos de inversión														
A. Obras	3 173	23,4	-	-	187	345	3,9	-	1 898	14,0	7 954	58,7	13 558	18,6
B. Consultorías														
1. Escuela de campo para agropastores/agricultores	10 950	84,0	1,234	9,5	-	-	-	-	849	6,5	-	-	13 033	17,9
2. Servicios de desarrollo empresarial	1 530	16,3	-	-	-	-	-	-	610	6,5	7 249	77,2	9 390	12,9
3. Asistencia técnica de otro tipo	3 345	48,2	-	-	-	-	-	-	451	6,5	3 149	45,3	6 945	9,5
Subtotal	15 825	53,9	1,234	4,2	-	-	-	-	1 911	6,5	10 398	35,4	29 368	40,2
C. Equipo y bienes														
1. Vehículos y equipo	660	41,9	86	5,5	-	-	-	549	278	52,6	-	-	1 573	2,2
2. Bienes, servicios e insumos	7 885	72,7	1 817	16,8	451	-	4,2	-	556	5,1	137	1,3	10 846	14,9
Subtotal	8 545	68,8	1 903	15,3	451	-	3,6	549	835	11,1	137	1,1	12 419	17,0
D. Capacitación y talleres	3 203	64,3	921	18,5							860	17,3	4 984	6,8
E. Donaciones y subvenciones	1 375	41,2	290	8,7	641		19,2				1 035	31,0	3 342	4,6
Total de costos de inversión	32 121	50,4	4 347	6,8	1 279	345	2,5	549	4 644	8,2	20 384	32,0	63 670	87,2
Gastos recurrentes														
A. Sueldos y prestaciones	1 214	17,0	653	9,2	-	-	-	69	461	7,5	4 726	66,4	7 123	9,8
B. Costos operacionales	208	9,4	-	-	-	-	-	441	1 405	83,7	154	7,0	2 207	3,0
Total de gastos recurrentes	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**

Cuadro 3
Costos de la primera fase desglosados por componente, subcomponente y año del programa
(en miles de dólares de los Estados Unidos)

	Primer año		*Segundo año*		*Tercer año*		*Cuarto año*		*Quinto año*		*Sexto año*		*Total de la fase 1*
Componente/subcomponente	*Monto*	*%*	*Monto*	*%*	*Monto*	*%*	*Monto*	*%*	*Monto*	*%*	*Monto*	*%*	*Monto*
1. Sistemas de producción y medios de vida agrícolas resilientes													
1.1 Planificación comunitaria participativa para el fomento de la resiliencia	1 240	24,5	1 593	15,2	-	-	-	-	-	-	-	-	2 833
1.2 Formación técnica utilizando escuelas de campo para agricultores y para agropastores	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. Apoyo al pueblo san	46	0,9	95	0,9	697	3	341	1,5	256	2,1	5	0,2	1 440
Subtotal	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. Mejora de la conectividad y el acceso a los mercados													
2.1 Estructuración de la cadena de suministro y establecimiento de vínculos con los mercados	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 Inversiones públicas en infraestructura para el acceso a los mercados	51	1,0	1 074	10,2	3 131	15	4 274	19,4	2 261	18,4	60	2,3	10 851
Subtotal	594	11,7	2 383	22,7	5 844	28	7 687	34,9	4 883	39,7	667	25,6	22 057
3. Fortalecimiento institucional, apoyo en materia de políticas y servicios de apoyo a la ejecución													
3.1 Fortalecimiento institucional y apoyo en materia de políticas	486	9,6	265	2,5	377	2	207	0,9	191	1,6	102	3,9	1 628
3.2 Servicios de apoyo a la coordinación y ejecución del programa	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
Subtotal	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**

Estrategia y plan de financiación y cofinanciación

39. Existe un déficit de financiación de USD 25,26 millones para la primera fase. El Gobierno de Angola ha escrito al FIDA para solicitar recursos adicionales en el marco del Mecanismo de Acceso a Recursos Ajenos (BRAM) a fin de subsanar este déficit, o bien podrá cubrirse a través de los ciclos de financiación posteriores del FIDA. Al momento, también se están estudiando oportunidades de financiación del Fondo de Adaptación y otros. Para la segunda fase, cuyo límite máximo de financiación es de USD 59,00 millones, junto con los recursos adicionales del FIDA procedentes de los ciclos posteriores, también se procurará la cofinanciación de asociados como el Banco Africano de Desarrollo, la Unión Europea y fondos para el clima, como el Fondo de Adaptación y el Fondo para el Medio Ambiente Mundial.

40. El Programa de Desarrollo Sostenible para la Agricultura Familiar de Subsistencia está financiado por el FIDA, el Gobierno de Angola y los beneficiarios. Además, con la financiación paralela del Banco Africano de Desarrollo se cubrirán las inversiones en infraestructura rural.

Desembolsos

41. Habrá cuentas designadas separadas en dólares de los Estados Unidos para cada instrumento de financiación, con las correspondientes cuentas de operaciones en kwanzas angoleños que serán administradas por la UGP. Cada unidad de ejecución provincial tendrá una subcuenta para recibir los fondos procedentes de las cuentas de operaciones. El desembolso de los fondos dependerá de la presentación de los informes financieros provisionales correspondientes a cada trimestre y no se utilizarán para el pago de impuestos y derechos.

42. Las contribuciones de los beneficiarios se administrarán por medio de una cuenta designada a esos efectos. Las operaciones financieras se ajustarán a las políticas y directrices del FIDA en materia de lucha contra la corrupción.

Resumen de los beneficios y análisis económico

43. Los principales beneficios son el aumento de la productividad agrícola gracias a las escuelas de campo para agricultores y para agropastores, donde los productores adoptarán prácticas resilientes al clima que darán lugar a mayores rendimientos y a la diversificación de la producción. Además, la mejora de la infraestructura, como carreteras y puentes, reducirá las pérdidas poscosecha y facilitará el acceso a los mercados, aumentando así los ingresos de los agricultores. El fortalecimiento institucional derivado del fomento de la capacidad para las instituciones locales y el apoyo en materia de políticas garantizarán el uso de prácticas agrícolas sostenibles y una mejor gobernanza.

44. El **análisis económico** del programa indica que la viabilidad financiera y los rendimientos económicos son sólidos. Los modelos de explotaciones agrícolas individuales presentan valores actuales netos (VAN) positivos de entre USD 325 y USD 2 792, mientras que para los modelos colectivos las cifras se ubican entre USD 15 882 y USD 38 815. La tasa interna de rendimiento económico del programa asciende al 29 %, con un VAN de USD 122,8 millones en un plazo de 20 años, lo cual indica que los beneficios económicos serán importantes incluso en las distintas hipótesis de riesgo.

Estrategia de salida y sostenibilidad

45. Gracias al uso del enfoque adaptable con distintas fases, la estrategia de salida garantiza la sostenibilidad más allá de la ejecución, con la atención puesta en la creación de un impacto duradero para las comunidades objetivo.

III. Gestión del riesgo

A. Riesgos y medidas de mitigación

46. El riesgo inherente y residual general del programa se califica como considerable.

Cuadro 4
Calificación general de los riesgos

Tipos de riesgo	*Calificación del riesgo inherente*	*Calificación del riesgo residual*
Contexto nacional	Considerable	Considerable
Estrategias y políticas sectoriales	Moderado	Moderado
Medio ambiente y contexto social	Moderado	Moderado
Alcance del programa	Bajo	Bajo
Capacidad institucional de ejecución y sostenibilidad	Considerable	Considerable
Gestión financiera	Considerable	Considerable
Adquisiciones y contrataciones en el marco del programa	Considerable	Considerable
Impacto climático	Considerable	Considerable
Partes interesadas	Moderado	Moderado
Riesgo general	Considerable	Considerable

B. Categoría ambiental y social

47. El riesgo ambiental y social del programa se ha clasificado como moderado, lo que indica que generaría impactos específicos en cada lugar, menos graves y reversibles. Engloba la producción agrícola, el desarrollo de la infraestructura y el fomento de la capacidad, con medidas de mitigación tales como la agricultura climáticamente inteligente, la captación de aguas pluviales y la infraestructura resiliente a los desastres. Los efectos ambientales consisten en la escasez de agua, la erosión del suelo, la degradación de las tierras y la pérdida de biodiversidad. Los efectos sociales se relacionan con la vulnerabilidad de los Pueblos Indígenas, los riesgos para la salud de las comunidades y la migración de la mano de obra. Las medidas de mitigación consisten en la promoción de la agricultura climáticamente inteligente, la instalación de sistemas para la captación de aguas pluviales, la construcción de infraestructura resiliente a los desastres, la promoción de la agrosilvicultura, la participación inclusiva de los Pueblos Indígenas y la sensibilización con respecto a las enfermedades transmisibles. El programa se ajusta a los Procedimientos del FIDA para la Evaluación Social, Ambiental y Climática (PESAC) y a las políticas pertinentes, y dispone de un Plan para las Minorías Étnicas referido a la comunidad san que garantiza el respeto a su cultura y sus aspiraciones e incluye el consentimiento libre, previo e informado.

C. Clasificación del riesgo climático

48. Se considera que el riesgo climático es considerable. El programa engloba la producción agrícola, el desarrollo de la infraestructura y el fomento de la capacidad, con medidas de mitigación tales como la agricultura climáticamente inteligente, la captación de aguas pluviales y la infraestructura resiliente a los desastres. El énfasis en la participación de las comunidades garantizará que las actividades sean pertinentes y respondan a las necesidades locales. Aunque es posible que se produzca algún impacto, se prevé que no será importante ni irreversible, en consonancia con las prioridades nacionales y las políticas de apoyo.

D. Sostenibilidad de la deuda

49. La deuda externa de Angola ha sido una preocupación importante debido a su dependencia de la exportación de petróleo. Con los años, la deuda ha crecido considerablemente como consecuencia de la toma de préstamos para los proyectos de desarrollo, la volatilidad de los precios de los productos básicos, la pandemia de la COVID-19 y el aumento del déficit público, todo lo cual ha reducido la confianza

de los inversores. Esa situación ha obstaculizado el crecimiento económico, que también se ha visto afectado por la salida de Angola de la Organización de Países Exportadores de Petróleo en diciembre de 2023 a causa de controversias con respecto a las cuotas de producción.

Posible financiación futura del FIDA para las fases siguientes

50. La financiación del FIDA correspondiente al límite máximo para la segunda fase, de USD 59,00 millones, podrá obtenerse con cargo a ciclos posteriores del PBAS y/o mediante financiación con arreglo al BRAM (en condiciones que se determinarán y con sujeción a los procedimientos internos)

IV. Ejecución

A. Marco organizativo

Gestión y coordinación del programa

51. Tras la aprobación del programa, el FIDA y el Gobierno adoptarán medidas orientadas a asegurar la preparación para la ejecución. El equipo en el país brindará rápidamente acceso a mecanismos de apoyo a la puesta en marcha, nombrará el personal para el mecanismo de financiación de la puesta en marcha y garantizará que se disponga de fondos para las actividades iniciales. Asimismo, se llevarán a cabo sin demora los estudios de referencia para recabar datos esenciales. El personal principal de la UGP se contratará de forma independiente a fin de asegurar la selección por procedimientos competitivos para los puestos de coordinador del programa, responsable financiero y responsable de seguimiento y evaluación. Se prepararán el plan de trabajo anual y presupuesto conexo y un plan de adquisiciones y contrataciones para 18 meses, donde se detallarán las actividades previstas, las asignaciones presupuestarias y los procesos de adquisición y contratación.

Gestión financiera, adquisiciones y contrataciones, y gobernanza

52. La gestión financiera del Programa de Desarrollo Sostenible para la Agricultura Familiar de Subsistencia será centralizada. La UGP, que se ubicará en Saurimo, en la provincia de Lunda Sul, se encargará de la mayor parte de las funciones de dicha gestión y será responsable de la supervisión general de esta.

53. Las disposiciones relativas a la gestión financiera estarán vinculadas a otros proyectos del FIDA gestionados por el Instituto de Desarrollo Agrícola. El programa aprovechará la experiencia y los sistemas ya establecidos para estos proyectos, lo que garantizará la coherencia y la eficiencia de las prácticas pertinentes, entre ellas, el uso de controles internos adecuados.

54. El programa utilizará un programa informático de contabilidad avanzado para llevar la contabilidad del proyecto y generar informes financieros que aseguren la observancia de las normas internacionales. Además, las disposiciones de gestión financiera se integrarán con los sistemas nacionales en la medida de lo posible.

55. El marco de contabilidad e información financiera de las actividades financiadas mediante donaciones se establecerá en el anexo sobre gestión financiera del manual de ejecución del programa, con el fin de mitigar los riesgos. Otras medidas de mitigación consistirán en la contratación mediante procedimientos competitivos, la realización de auditorías internas y la elaboración de un manual de gestión financiera exhaustivo donde se detallen los mecanismos de control interno.

56. Los estados financieros se prepararán con arreglo al criterio contable de caja de las Normas Internacionales de Contabilidad del Sector Público, y serán auditados por una auditora privada externa que el Fondo considere aceptable, de conformidad con las Normas Internacionales de Auditoría. Los informes de auditoría se presentarán al FIDA en un plazo de seis meses después de finalizado cada ejercicio económico. El mandato de la auditoría estará sujeto a la conformidad del FIDA.

57. **Disposiciones relativas a las adquisiciones y contrataciones.** Los procesos de adquisiciones y contrataciones en el marco del programa se realizarán de conformidad con la Ley n.º 41/20 de 23 de diciembre de 2020 sobre contratación pública, y las posteriores actualizaciones de las reglamentaciones públicas pertinentes, siempre que sean coherentes con la última versión de las Directrices del FIDA para la adquisición de bienes y la contratación de obras y servicios en el ámbito de los proyectos. En caso de existir contradicciones entre las reglamentaciones nacionales y las directrices del FIDA, prevalecerán estas últimas.

58. **Grado de dependencia de los sistemas de adquisiciones y contrataciones del país.** El programa utilizará los sistemas nacionales de adquisiciones y contrataciones cuando sea viable, pero se basará en los documentos de licitación normalizados del FIDA para las licitaciones internacionales y los servicios de consultoría.

59. **Plan basado en los riesgos para hacer el seguimiento y examinar las actividades de adquisición y contratación.** El seguimiento y la actualización periódicos de los planes de adquisición y contratación garantizarán la eficacia de la ejecución. Se establecerán planes y sistemas de gestión de contratas, de modo que estas se ejecuten con arreglo a buenas prácticas de adquisición y contratación.

Participación y observaciones del grupo objetivo y resolución de reclamaciones

60. El programa empleará varias modalidades para la rendición de cuentas por parte de las organizaciones responsables de la ejecución de las intervenciones que respalda el programa. Estos mecanismos están diseñados de forma que sean proporcionales a la naturaleza y la escala del programa, garantizando así la eficacia de la participación y la presentación de observaciones.

61. Los informes periódicos sobre los progresos realizados se remitirán al comité directivo del programa, a los comités directivos provinciales y a otras partes interesadas pertinentes. Esos informes presentarán información detallada sobre la ejecución, la gestión financiera y toda dificultad que se haya encontrado.

Resolución de reclamaciones

62. Se establecerá un mecanismo robusto de resolución de reclamaciones para atender las quejas o preocupaciones planteadas por las partes interesadas. Ese mecanismo incluirá procedimientos claros para la presentación, el examen y la resolución de las reclamaciones de manera oportuna. La información sobre el mecanismo se difundirá ampliamente con el fin de garantizar la accesibilidad.

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

63. **Planificación del programa.** El proceso de planificación será participativo y descentralizado, comenzando por el plan de trabajo anual y presupuesto conexo. Se hará partícipes a los miembros de las comunidades, los líderes locales y las partes interesadas para garantizar la consideración de las necesidades locales. El plan de trabajo anual y presupuesto conexo se consolidará en los ámbitos municipal, provincial y nacional a fin de lograr la coherencia con los objetivos de desarrollo nacionales.

64. **Seguimiento y evaluación.** El sistema de seguimiento y evaluación (SyE) recabará datos cuantitativos y cualitativos en relación con los objetivos. Se utilizará un sistema de información de gestión para facilitar la gestión de los datos, con capas para el almacenamiento y el procesamiento de estos, y una interfaz con un tablero basado en la Web.

65. **Aprendizaje.** El programa implementará mecanismos para la mejora continua. Las escuelas de campo para agricultores y para agropastores pondrán a prueba y validarán prácticas sostenibles, y generarán conocimientos que se difundirán entre las partes interesadas. Se realizarán talleres y programas de capacitación que ofrecerán reflexiones sobre los desafíos prácticos y la dinámica de las comunidades.

66. **Comunicación.** Se difundirán informes periódicos sobre los progresos realizados y el programa utilizará estaciones de radio locales, plataformas de redes sociales y una plataforma digital para la comunicación y la interacción con la población objetivo.

Innovación y ampliación de escala

67. La integración de sistemas de planificación, SyE, aprendizaje y comunicación contribuirá a la ampliación de escala de las intervenciones satisfactorias. Las mejores prácticas y las enseñanzas documentadas servirán de base para la ampliación de las actividades del programa a otros municipios. El sistema de información de gestión facilitará el seguimiento de los progresos logrados en las distintas fases del programa.

C. Planes para la ejecución

Preparación para la ejecución y planes para la puesta en marcha

68. Tras la aprobación del programa, el equipo del FIDA en el país brindará rápidamente acceso a mecanismos de apoyo a la puesta en marcha y nombrará el personal del mecanismo de financiación de la puesta en marcha. Asimismo, se llevarán a cabo sin demora los estudios de referencia para recabar datos esenciales. El personal principal de la UGP se contratará de forma independiente, a fin de asegurar la selección por procedimientos competitivos para los puestos clave. Se prepararán el plan de trabajo anual y presupuesto conexo y un plan de adquisiciones y contrataciones para 18 meses, y se formulará un plan estratégico de ejecución para el período de cinco años. Asimismo, se llevará a cabo una evaluación de la capacidad de los asociados en la ejecución, con apoyo para la incorporación y capacitación en todos los niveles.

Supervisión, examen de la fase y planes de finalización

69. **Misiones periódicas de supervisión y apoyo a la ejecución.** El FIDA realizará misiones periódicas para garantizar la ejecución eficaz. Esas misiones consistirán en visitas sobre el terreno, reuniones con personal del programa, los beneficiarios y las partes interesadas, y un examen de la documentación del programa. Las constataciones y las recomendaciones se documentarán en los informes de supervisión, que se enviarán a la UGP y a las partes interesadas pertinentes.

70. **Misiones anuales de supervisión.** El FIDA llevará a cabo misiones anuales para examinar los progresos del programa, la gestión financiera, los procesos de adquisición y contratación y los resultados generales.

71. **Misiones de apoyo a la ejecución.** El FIDA podrá realizar las misiones adicionales de apoyo a la ejecución que sean necesarias. Esas misiones ofrecerán a la UGP y a los asociados en la ejecución asistencia técnica, actividades de fomento de la capacidad y apoyo para la resolución de problemas, en función de las necesidades y las dificultades que surjan.

72. **Criterios de evaluación de la fase.** En el cuarto año se realizará una evaluación exhaustiva de la primera fase, en la que se estudiarán los progresos, la eficacia y el impacto del programa, teniendo en cuenta las prioridades del Gobierno y los objetivos establecidos en el marco lógico de esta fase. Los indicadores clave como el desembolso de fondos, el alcance y el fomento de la capacidad para la producción serán fundamentales.

73. **Planes de finalización.** Al final de la primera fase, se preparará un informe final de programa donde se documentarán los logros, los desafíos, las enseñanzas extraídas y el impacto general. Ese informe evaluará la sostenibilidad y planteará recomendaciones para las intervenciones futuras, que se comunicarán a todas las partes interesadas como base para el diseño de proyectos y la toma de decisiones en el futuro.

V. Instrumentos jurídicos y facultades

74. Un convenio de financiación entre la República de Angola y el FIDA constituye el instrumento jurídico para la concesión de la financiación propuesta al prestatario. Se adjunta una copia del convenio de financiación negociado como apéndice I.

75. La República de Angola está facultada por su legislación para recibir financiación del FIDA.

76. Me consta que la financiación propuesta se ajusta a lo dispuesto en el Convenio Constitutivo del FIDA y en las Políticas y Criterios en materia de Financiación del Fondo.

VI. Recomendación

77. Recomiendo a la Junta Ejecutiva que apruebe la financiación propuesta con arreglo a lo dispuesto en la resolución siguiente:

> RESUELVE: que el Fondo conceda un préstamo en condiciones ordinarias a la República de Angola por un monto equivalente a treinta y tres millones quinientos cuarenta y tres mil dólares de los Estados Unidos (USD 33 543 000), conforme a unos términos y condiciones que se ajusten sustancialmente a los presentados en este informe.
>
> RESUELVE ADEMÁS: que el Fondo conceda un préstamo en condiciones ordinarias a la República de Angola por un monto equivalente a cinco millones de dólares de los Estados Unidos (USD 5 000 000), conforme a unos términos y condiciones que se ajusten sustancialmente a los presentados en este informe.
>
> RESUELVE ADEMÁS: que La Junta Ejecutiva delegue en el Presidente[2] la facultad para aprobar financiación adicional para la República de Angola por un monto de hasta cincuenta y nueve millones de dólares de los Estados Unidos (USD 59 000 000), a fin de financiar las siguientes fases del programa adaptable con distintas fases, con el objetivo general del programa que se describe en este informe y que está sujeto a la presentación de una evaluación satisfactoria de la fase anterior y conforme a los términos y condiciones que se establezcan y acuerden.

Álvaro Lario
Presidente

[2] Con arreglo a los procedimientos estipulados en el documento 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 Instititue of Agrarian Development (IDA) Director and composed of members from the PMU, government mAinistries, 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) Agropastoral/ Farmers Field School	*9 850 000*	1 110 000	
b) Business development services	*1 380 000*		
2 Other technical assistance	*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 customize accounting software as it is the practice in IFAD on-going supported projects, to satisfy International Accounting Standards and IFAD's requirements.

2. Within six (6) months of entry into force of the Financing Agreement, the 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				
	CI 1.1.8: Households provided with targeted support to	0	48175	96350				
Output 1.3: Land access and ownership by San nomadic groups, and indigenous knowledge integration within modern forest	CI 1.1.1: Beneficiaries gaining increased secure access to land	0	357	715	Project M&E System	Annual	Project M&E Unit	Policy instruments favor IPs land access and ownership
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 146th in 2019 to 121st in 2023 out of 180 in the corruption Perception Index. Despite the improvements in governance and accountability, lack of capable institutions in the country undermines the emergence of high standards to prevent misuse of project resources.		
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 38th of 179 countries in 2024, with a −1.8 points improvement over the last 10 years. Angola is not on the WB FY24 List of countries with Fragile and Conflict-affected Situations. However, there are pockets of instability in Lunda Norte, that the project will avoid targeting. Main courses of fragility are high income inequalities, high dependency on the oil sector, corruption and organised crime. For fragility caused by climate change please see the climate change section		
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 pilar 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 famers; (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. En areas where slahs 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	Substantail	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.	Substant ial	Sunstant ial
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	Substant ial	Substant ial
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_2O), 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.		

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