

Angola

Smallholder Agriculture Development and Commercialization Project in Cuanza Sul & Huila Provinces

Supervision Report

Mission Dates: 16th – 27th November 2020
Document Date: 08/02/2021
Project No. 2000001142
Report No. 5639-AO

East and Southern Africa Division
Programme Management Department

Abbreviations and Acronyms

AMIS	Agricultural Marketing Information Study
AWPB	Annual Work Plan and Budget
BP	Business Plan
GoA	Government of Angola
GSA	<i>Gabinete de Segurança Alimentar</i> / Food Security Cabinet
ESMP	Environmental and Social Management Plan
ICB	International Competitive Bidding
IDA	<i>Instituto de Desenvolvimento Agrário</i> (IDA- Agricultural Development Institute)
IFAD	International Fund for Agricultural Development
INAMET	<i>Intituto Nacional de Metereologia e Geofica</i> National Institute of Meteorology and Geophysics
INRH	<i>Instituto Nacional de Recursos Hidricos</i> National Institute of Water Resources
KM	Knowledge Management
MINAGRIF	Ministry of Agriculture and Forestry
MINAMB	Ministry of Environment
MSP	Main Service Provider
NCB	National Competitive Bidding
NGO	Non-Government Organisation
ORMS	Operational Results Management System
PDR	Project Design Report
PFI	Partner Financial Institution
PIU	Project Implementation Unit
PPIU	Provincial Project Implementation Unit
RIMS	Results and Impact Management System
SADCP-C&H-SAMAP	Smallholder Agriculture Development and Commercialization Project in Cuanza Sul and Huila Provinces
SADEC	Southern Africa Development Community
SECAP	Social, Environmental and Climate Assessment Procedures
UCT	University of Cape Town
USD	United States Dollar
WA	Withdrawal Application

A. Project Overview

Region:	East and Southern Africa Division	Project at Risk Status:	Not at risk
Country:	Angola	Environmental and Social Category:	B
Project Name:	Smallholder Agriculture Development and Commercialization Project in Cuanza Sul & Huila Provinces	Climate Risk Classification:	2 - Medium
Project ID:	2000001142	Executing Institution:	Ministère de l'Agriculture
Project Type:	Rural Development	Implementing Institutions:	Ministère de l'Agriculture
CPM:	Robson Mutandi		
Project Director:	Augusto Pedro Guimbi		
Project Area:	Cuanza Sul and Huila Provinces		

Approval Date:	10/04/2017	Last audit receipt:	30/06/2020
Signing Date:	09/08/2017	Date of Last SIS Mission:	27/11/2020
Entry into Force Date:	09/08/2017	Number of SIS Missions:	7
Available for Disbursement Date:	09/01/2018	Number of extensions:	0
First Disbursement Date:	09/01/2018	Effectiveness lag:	4 months
MTR Date:	not available yet		
Original Completion Date:	30/09/2024		
Current Completion Date:	30/09/2024		
Financial Closure:	not available yet		

Project total financing

IFAD Financing breakdown	IFAD	\$28,800,000
Domestic Financing breakdown	National Government	\$8,200,000
	Beneficiaries	\$1,100,000
Co-financing breakdown,	Rural Poor Stimulus Facility	\$1,363,092
Project total financing:		\$39,463,092

Current Mission

Mission Dates:	16th – 27th November 2020
Days in the field:	n/a
Mission composition:	Richard Abila, IFAD Senior Global Technical Specialist – Fisheries & Aquaculture; PMI - Team Leader; Benjamin Tchievo, IFAD CPO, Co-Mission Leader and responsible for Monitoring and Evaluation and KM; Shakib Mbabaali, Project Management/Institutions Consultant/Lead writer; Boro Gathuo, Infrastructure and Natural Resources Expert; Felistas Chikaura, Gender, Youth, Targeting and Nutrition Expert; Daniel Pesos, Financial Management Consultant; Zira Mavunganidze, IFAD Environmental Management and Climate Change Expert; and Rym Ghazzali, Procurement Expert.
Field sites visited:	n/a

B. Overall Assessment

Key SIS Indicator #1	Ø	Rating	Key SIS Indicator #2	Ø	Rating
Likelihood of Achieving the Development Objective		3.93	Assessment of the Overall Implementation Performance		3.83

Effectiveness and Developmental Focus	4	Project Management	4
Effectiveness	3	Quality of Project Management	4
Targeting and Outreach	4	Knowledge Management	3
Gender equality & women's participation	4	Value for Money	4
Agricultural Productivity	4	Coherence between AWPB and Implementation	3
Nutrition	4	Performance of M&E System	4
Adaptation to Climate Change	4	Social, Environment, and Climate Standards requirements	3

Sustainability and Scaling-up	4	Financial Management and Execution	4
Institutions and Policy Engagement	4	Acceptable Disbursement Rate	4
Partnership-building	5	Quality of Financial Management	4
Human and Social Capital and Empowerment	4	Quality and Timeliness of Audit	5
Quality of Project Target Group Engagement and Feedback	4	Counterparts Funds	4
Responsiveness of Service Providers	4	Compliance with Loan Covenants	4
Environment and Natural Resource Management	4	Procurement	4
Exit Strategy	4		
Potential for Scaling-up			

Relevance

C. Mission Objectives and Key Conclusions

Background and Main Objective of the Mission

IFAD and GoA fielded a joint Supervision Mission to the country during the period 16th – 27th November 2020 for SAMAP. Given the COVID-19 pandemic that prevailed at the time of the Mission, it was undertaken within the framework of the IFAD's Guidance note for Remote Supervision under the COVID-19 crisis. The objectives of the Mission were to: a) review both the technical and fiduciary aspects of SAMAP; b) review implementation progress (by component) against the 2020 Annual Work Plan, Budget (AWPB), Procurement Plan (PP) targets and subsequently reflect on priority areas; c) assess the adequacy of SAMAP's Monitoring and Evaluation (M&E) and reporting system to assess its compliance with IFAD and GoA M&E requirements in terms of monitoring SAMAP's progress towards achieving the development objective. The Mission also sought to assess the extent and effectiveness of the beneficiaries' involvement in planning and monitoring of activities; d) assess the progress made by the project in implementation of the previous Supervision Mission's recommendations and agreed actions; e) provide clear guidance on how the project improves its performance to meet its development objective; f) review and ensure compliance with IFAD's targeting policy and analysis of gender-disaggregated data and, where required, provide assistance to facilitate compliance; g) review the Project Implementation Unit's (PIU) financial, accounting systems and audit arrangements, the preparation and submission of financial and audit reports. Provide assistance in addressing any existent limiting factors; and h) review compliance with covenants of the Financing Agreement, discuss with the Recipient on non-compliance or delay, and propose remedial actions.

The prevailing COVID-19 conditions and IFAD's Guidance note for Remote Supervision meant that no international members of the Supervision Mission team travelled to Angola. However, thanks to the advent of technological advancement, an arrangement was made for the Mission to virtually interact with selected beneficiaries and local government officers. In the Province of Huila, the Mission interacted with five beneficiaries from two villages; Tchivulo and Nossite II from the municipalities of Caluquembe and Cacula, respectively. In the Province of Cuanza Sul, the Mission interacted with four beneficiaries from the municipalities of Quibala, Cela and Conda. All these interactions were facilitated by the EDA technicians and the Provincial Project Implementation Unit's (PPIU) staff.

A virtual pre-wrap up meeting was held on 26th November 2020 with the PIU. The purpose of this meeting was twofold: a) to discuss the Mission's observations, conclusions and recommendations with the PIU; and b) to agree on the key actions and the associated timeframe. A virtual final wrap-up meeting was held on 27th November 2020. The meeting discussed and agreed on the final Mission's conclusions, recommendations and agreed actions. The Mission would like to express its appreciation to: a) GoA (national and local government representatives) for their participation and courtesies extended; b) the PIU staff for their facilitation and contributions to the Mission's outputs; and c) the beneficiaries visited (remotely) for their participation in the different dialogues.

Key Mission Agreements and Conclusions

A Combination of Factors had a Negative Impact on SAMAP Implementation– The Mission took note of the following factors/situations that prevailed in 2020 and had a negative impact on the pace of the 2020 AWPB activity implementation and the associated execution rate of the budget. Such factors included: a) the need to comply with national and provincial requirements related to measures put in place to control the spread of COVID-19 meant that the Project had to restrict or suspend implementation of some activities that necessitated community gatherings. In addition, due to restricted movements which meant that international consultants could not get into the country and that national consultants/service providers and SAMAP staff could not travel to the target provinces; b) price inflation and the unstable exchange rate between the Angolan Kwanza (AOA) and the major currencies affected the procurement of goods and services and, implicitly, the provision of some services; c) the low capacity to undertake appropriate and timely bid evaluation has contributed to more protracted procurement processes and, by implication, a delay in availing goods and services to the project as and when needed.

Delayed Implementation of Component 2– The effective implementation of Component 2 is delayed because it is contingent on the recruitment of the Main Service Provider (MSP) who would deliver training and technical assistance to the entire process of identifying, preparing, fundraising, implementing, monitoring and evaluating subprojects/business plans for production and commercialisation of smallholders' products. By the time of the Mission, the recruitment process was nearing completion. An MSP had been selected and recommended for award of contract; the offer was still awaiting IFAD's No Objection to the final evaluation report and recommendation for award of contract. Efforts should be made by the concerned stakeholders to diligently avoid steps that would contribute to further delays. The need to ensure that recruitment of the MSP, and all other service providers to be recruited and contracted by SAMAP, is done in such a manner that contributes to continuity of the different interventions once the contract of the service provider ends. This will necessarily require that an exit strategy is agreed with the service provider, at the point of contract negotiation, to plan for the requisite steps to be undertaken.

Capacity of the SAMAP PIU– With the additional responsibility that is being given to the SAMAP PIU, care must be taken by both IFAD and MINAFRIF to avoid overstressing their capacity. An analysis of the impact of the added responsibilities onto the PIU should be undertaken with the objective of providing additional capacity (staff and equipment), when deemed necessary, to ensure effective activity implementation.

D. Overview and Project Progress

Despite constraints faced, the SAMAP management has made great efforts to steer implementation of the approved 2020 AWPB activities forward. Efforts are also being made by the PIU to accelerate implementation during the remaining part of the project year. The progress made is summarised in the paragraphs that follow hereunder.

Component 1: Capacity Building and Institutional Development – This component seeks to strengthen smallholder farmers' technical, organisational and managerial competencies and support a more conducive policy and enabling environment for smallholder agriculture. This is to be done through Farmer Field Schools (FFS). The Food and Agriculture Organisation (FAO) of the United Nations is the service provider to lead interventions related to FFS.

Subcomponent 1.1: Strengthening Capacity of Smallholder Farmers and Farmers' Organisations through Farmer Field Schools – The objective of this subcomponent is to strengthen the capacity of smallholder farmers and Farmer Organisations (FOs) through FFS. For the period under review, three activities were planned and the progress made is summarised below.

- *Conduct an evaluation of FFS impact in Angola*– the purpose of this intervention is to identify the good and the not so good lessons learnt by implementing FFS in Angola, thus far, and use the information to inform FFS to be established under SAMAP. The process of recruiting the service provider is ongoing but the tender had to be relaunched after a recommendation was made to reformulate the Terms of Reference (ToRs);
- *Training of Master Trainers (MTs) to establish FFS*– a total of 80 MTs (compared to a target of 70) were trained by FAO during the period July-October 2020. The training was conducted through four modules and comprised both theoretical and practical field work. The modules comprised the following topics:
 - *Module 1* – a) Internal groups organization; b) Principles of adult education; c) History and methodology of FFSs; d) Participatory Rural Diagnosis (PRD); and e) Productive practices;
 - *Module 2* – a) COVID-19 (health measures for prevention and control) and personal and family hygiene; b) Analysis of the Agroecological System; c) Integrated pest and disease management and agroecological practices; and d) Ecological management and soil fertility;
 - *Module 3* – a) Plant and animal production; b) Seed banks; c) Peasant organization; and d) Credit (community banks, savings groups, microcredit, revolving funds, women and solidary microcredit management);
 - *Module 4* – a) Food processing; b) Climate change, agrometeorology and sustainable agriculture; c) Economic analysis of production systems - Commercialization, value chains, building markets for family farming; and d) FFS Monitoring and Evaluation System, control sheets and notebooks, digital platform for FFS in Angola.

As a way forward for this intervention, IDA and FAO would be discussing the next steps, which should include the establishment and monitoring of 750 FFSs for the training of 30,000 family farmers in three years; competent Non-Government Organisations (NGOs), one for each province, would recruited for activities.

- *Reinforce the institutional capacity of farmer organizations*– this activity sought to conduct an organizational assessment of 80 FOs, train their leadership and assist in the registration of FOs and structuring. Two NGOs, ADRA for Huila Province and CODESPA-AAEA for Cuanza Sul were contracted to undertake the assignment. The focus areas included: a) organizational assessment; b) leadership training in good governance; c) legalization of entities and lands; and d) structuring of revolving loan funds.

Subcomponent 1.2: Institutional Strengthening of Local, Provincial and National Units of the Ministry of Agriculture– The subcomponent aims at strengthening the capacity of the Ministry's local, provincial, and national units in the areas of irrigation, extension, market information, statistics, and policy analysis. Nine activities were planned; some have been completed, others were initiated but are yet to be completed while the rest were yet to be initiated by the time of the Mission. The unimplemented activities have been carried over to the 2021 AWPB. Progress made is highlighted below:

- *Development of IDA capacity to carry out agricultural statistics*– Memorandum of Understanding (MoU) signed between GEPE (*Gabinete de Estudos, Planificação e Economia* (MINAGRIF's Department of Planning and Statistics)) to provide services that include agricultural statistics, market information system and policy dialogue;
- *Provide institutional support to IDA municipal structures to implement field activities*– a) a; b) 10 vehicles and 40 motorcycles were procured and distributed; and c) project layout and work specifications for 10 office spaces and residential houses designed.
- *Develop IDA capacity to conduct the feasibility and environmental study of identified irrigation schemes that fit smallholder production* – recruitment process for the consultancy initiated (ToRs drafted to be submitted to IFAD for no objection);

Subcomponent 1.3: Strengthening Capacity and Global Knowledge to Address Emerging Research Issues– Interventions under this subcomponent seek to strengthen the institutional capacity of Angola's agricultural research system to enhance smallholder access to agricultural innovations and technologies that address emerging issues in the productivity, production, and value chains of priority crops. This is an ongoing activity based on the MoU signed in 2019 with the Institute of Agronomic Research (IIA) and the National Institute for Coffee (INCA) to disseminate appropriate technologies

for increasing productivity and production.

Component 2: Support for Increased Production and Commercialisation– This component aims at strengthening smallholder capital and market linkages through support, on a priority basis, for investment subprojects for farmers' organisations (FOs) to improve their agricultural production and productivity. The progress made is summarised hereunder.

Subcomponent 2.1: Provision of Technical Support– This subcomponent seeks to support capacity building and technical assistance for enabling subproject promoters to emerge and good subproject proposals to be prepared, ensuring an informed decision about their feasibility. Some progress has been made since the last implementation support Mission. These are highlighted

Recruitment of the Main Service Provider (MSP) – This is a key activity in that it is supposed to influence subsequent activities in the whole of Component 2. By the time of the Mission, the recruitment process was nearing completion; an MSP had been selected and recommended for award of contract; the offer was still awaiting IFAD's No Objection to the final evaluation report and recommendation for award of contract. Upon receipt of the IFAD No Objection, contract negotiations will start immediately and it is expected that the MSP would commence service by 1st of January 2021.

The MSP will deliver training and technical assistance to the entire process and will comprise a team of different fields of expertise including agribusiness, value chain and marketing, small scale irrigation, farmers' and rural organisation capacity builders, agronomists, communication, M&E and knowledge sharing specialists, nutrition, field technicians and support functions. PIU does not have most of this expertise on board and is expected to rely on the MSP specialists. Accordingly, the provision of technical support will address the following activities: a) information and sensitisation; b) assessment of actors, supply and demand in the target value chains and selection of beneficiaries; c) support to subprojects/business plans preparation, appraisal, implementation, monitoring and evaluation; d) support to independent review, oversight and due diligence mechanisms to ensure transparency, avoid elite capture and comply with IFAD anti-corruption and anti-fraud policies; and e) facilitating market linkages and access to financial institutions (Subcomponent 2.2).

Experiences and lessons from other projects, including the second phase of the World Bank funded Market Oriented Smallholder Agriculture Project (MOSAP II), confirms that having key specialists within the PIU contributes to accelerated project performance and efficiency. Therefore, key positions such as Value Chain and Marketing Specialist, Water and Rural Infrastructure, Agronomist/Livestock Specialist should be hired to support SAMAP and ARP in the implementation of project activities in collaboration with the MSP. In addition, other short-term consultancies such as Climate Change and Adaptation Specialist to support in the preparation of the Environmental and Social Management Plans (ESMPs) will be hired to ensure the smooth implementation of project activities. With the anticipation that MSP will be engaged this year, the mission recommends that these other positions be filled as well in order to accelerate the implementation of this component.

Recruitment of the Oversight Agent– This process was also initiated; the PIU launched the tender for expression of interest (EoI). The tender closed on 13th November 2020, and evaluation has commenced, and the results of the evaluation process will be submitted to IFAD for a No Objection.

Mapping and Characterisation of Value Chain Actors– With regard to this study, AH Consulting (Ugandan company) was contracted to undertake the study; the draft report was submitted to IDA/SAMAP for review and comments. The assessment of actors, supply and demand in targeted value chains and municipalities will facilitate the identification and selection of potential beneficiary FOs that would be eligible for investment support. The Mission reviewed the report and noted that it was quite comprehensive as it had identified and profiled various value chains, including maize, beans, Irish potatoes, tomatoes, onions and cabbage. It also profiled value chain actors, including: a) farmer organizations; b) non-farming value chain players (small and medium-sized agribusinesses, traders, processors, input suppliers); c) main microfinance institutions and banks intervening in agricultural and rural lending; and d) other institutions and organizations that intervene in the various agricultural value chains in Cuanza Sul and Huila. The study identified the technical and financial needs of the various value chain actors. This information can be used to design potential subprojects for funding under Subcomponent 2.2. Overall, the study's results are expected to guide, and improve implementation approach of the value chains in the country, and contribute to the relevant policy formulation in the Ministry. As such, once the final report is made available, it should be shared with all relevant stakeholders.

Subcomponent 2.2: Provision of Investment Support– The objective of this subcomponent is to strengthen smallholder capital and market linkages through: a) supporting investments of FOs to improve agricultural productivity, production, market access and value addition through a combination of own resources of promoters, a matching grant and credit extended by Partner Financial Institutions (PFIs) (banks and non-bank microcredit institutions); b) linking smallholders and their FOs to buyers, input suppliers and PFIs. Three main types of investments will be supported: a) rehabilitation of small-scale irrigation schemes; b) agricultural production and productivity improvements; and c) post-harvest and value addition investments.

During the last implementation support Mission (August 2020), it was noted that implementation of activities under this subcomponent had not commenced. The delay was attributed to various factors including: a) lack of capacity within the

PIU to undertake preliminary activities; and b) delay in recruitment of the MSP and the Oversight Agent. (See Subcomponent 2.1).

In view of the ongoing recruitment processes, the PIU indicated that all activities under Subcomponent 2 will be implemented in 2021 when the MSP and the Oversight agent have been contracted. The Mission urges the PIU to accelerate the recruitment of the service providers and ensure that they are contracted and are on board to start work by January 2021. The MSP will facilitate implementation of Subcomponent 2:2 by: a) supporting FOs to prepare subproject (SPs)/business plans (BPs) proposals for competitive funding; b) providing specialised technical assistance to IDA and smallholder beneficiaries of small scale irrigation (SSI) schemes to establish and/or strengthen Water User Associations (WUAs). This would be accompanied with facilitating the WUAs to elaborate and implement their SSI scheme subproject; c) providing implementation support to smallholder beneficiaries of subprojects to ensure that the objectives of each SP/BP funded under the project are achieved; and d) strengthening the capacity of local Non-Government Organisations (NGOs) and consultants and agricultural input providers to respond to the smallholders' demands.

The Mission recommends that in preparation for commencement of subcomponent activities, the PIU should undertake sensitization campaigns targeting various value chains actors (FOs, input suppliers, traders/buyers, transporters, processors and agro-industries, etc.) local NGOs and the PFIs. The sensitization campaigns will inform potential beneficiaries of the project and conditions to participate and benefit from it. The Mission also recommends that PIU commissions a study on value chain financing to inform adoption of value chain financing across the various value chains.

In view of the sentiments expressed by the PIU that they have challenges in understanding the concepts and implementation modalities of Component 2, the Mission recommends that a project implementation modalities workshop be organised to assist the PIU to conceptualise and internalise the design reasoning behind Component 2 and the complementarities among the project components.

Access to Agriculture Inputs – The August 2020 Implementation Support Mission recommended that the current agriculture season be the last where SAMAP would distribute inputs to beneficiaries free of charge; the objective is to encourage a shift to demand-driven supply of inputs with effect from next season. Within the framework of the commitment made in support of the 2020/2021 agricultural campaign, and as at 31st October 2020, about 8,000 families (75% of the 2020 AWPB) for both Cuanza Sul and Huila, had received seeds and fertilizers. A total of about 200 tonnes of maize seeds and 75 kg of horticulture seeds were distributed. For fertilizers, about 1,500 tonnes of NPK, Urea and Ammonium Sulphate were distributed to the target beneficiaries. With regard to tillage, 1,532 has (72% of the target) had been covered in both provinces. The Mission recommends that yields of all crops produced by traditional methods and those produced by applying new technologies be determined at harvest time and a comparison of performance made.

Agreed Action	Responsibility	Agreed Date
FFS Master Trainers Training Include ARP field officers during the SAMP Master trainers training	PIU/FAO	03/2020
Construction of irrigation schemes Carry out a rapid analysis of identified irrigation schemes, design and construct/rehabilitate those which need least resources and commence horticulture production.	PIU/IDA	04/2020
Additional value chain identification During characterisation of value chain actors, identify additional value chains which may be municipality specific	PIU/Consultant	06/2020
Harmonize and use the same input supply approach with SADC- WB Harmonize and use the same input supply approach with SADC- WB according to IDA guidelines	SADC- IFAD and WB	06/2020
Sensitisation of Value Chain Actors Conduct sensitization campaigns targeting actors of the value chains (FOs, input suppliers, traders/buyers, transporters, processors and agro-industries, etc.), local NGOs and PFIs.	SAMAP Coordinator	12/2020
Recruitment of the Main Service Provider Contract Main Service provider and Oversight agent	SAMAP Coordinator	01/2021
Modalities for Component 2 Implementation Conduct a project implementation modalities workshop to assist the PIU to conceptualise and internalise the design reasoning behind Component 2 and the complementarities among the project components.	IFAD	01/2021
Recruitment of Subject Matter Specialists Recruit Key Specialists within the PIU	SAMAP Coordinator	03/2021

E. Project implementation

a. Development Effectiveness

Effectiveness and Developmental Focus

Effectiveness

Rating: 3

Previous rating: 4

Justification of rating

SAMAP is gradually making progress towards the achievement of its development objective albeit not at a pace that is required to catch up on the lost time. However, the necessary processes and procedures are being put in place, institutional capacity is being strengthened, Master Trainers to establish Farmer Field Schools have been trained, the extension agents have been recruited, trained and equipped, and with the eminent recruitment of the Main Service Provider for Component 2, the pace of implementation is expected to increase in 2021.

Log-Frame Analysis & Main Issues of Effectiveness

SAMAP has completed three years of implementation since its entry into force. Delays in putting in place arrangements for implementation of the different components and subcomponents mean that the project is behind schedule to deliver the expected results. The total outreach thus far is approximately 3,705 households (6 percent of the end target). If implemented activities so far are contributing to output delivery, SAMAP is far from reaching the targets sets under all of its 8 expected outputs. The training target of 50,000 farmers through FFS (Output 1) is yet to start although training for 80 Master Trainers (53 percent of end target) was completed. Technical assistance to ensure that 60% of supported smallholder FOs are functioning (Output 2) is still in its early stage. Out of 150 MINAGRI staff targeted to benefit from training (Output 3), 83 staff were reached with an introductory course on IDA strategies and SAMAP implementation methodology. However, 40 extension agents were recruited, trained and equipped. The process to support the registration of 150 farmers' associations and cooperatives (Output 4) is ongoing but none of these organizations have been officially registered. Support is being provided to strengthen the institutional capacity of national and provincial-level agricultural research system (Output 5). Demonstration of climate resilience technologies in project area (Output 6) will be effective from 2021 with the establishment of FFS. Only 10 out of 150 targeted subprojects/Business plans (Output 7) have been supported in production through the free distribution of inputs, whereas financial products for farmer's organisations and rural businesses (Output 8) are yet to be introduced.

Main issues of effectiveness include: a) the lean size of the PMU; b) delays in recruiting competent service providers for the implementation of Subcomponent 1.1 and Component 2; c) the limited capacity and experience on the part of PMU staff with respect to the implementation of value chain and market-led development interventions; d) limited use of the project Logical Framework and Theory of Change as planning tools. All these have combined to contribute to ineffective programming of project interventions, low quality of technical supervision, ineffective sequence in the implementation of project interventions, and weak mainstreaming in relevant thematic areas (gender, nutrition, climate change). In addition to many of the actions recommended and agreed under different parts of this report to address these issues, special attention should be focused on improving planning and ensuring that the sequence of implementation of different activities is leading to the expected results at different levels.

Agreed Action	Responsibility	Agreed Date
Put the logical framework and the project theory of change at the heart of planning when preparing and monitoring the AWPB	SAMAP coordinator	12/2020
Contract Main Service provider and Oversight agent	SAMAP Coordinator	01/2021
Recruit Key Specialists within the PIU	SAMAP Coordinator	03/2021

Development Focus

Targeting and Outreach

Rating: 4

Previous rating: 4

Justification of rating

SAMAP has engaged two NGOs, ADRA and CODESPA-AAEA (Cuanza Sul), who are raising awareness and mobilize groups of women, young men and women and adult men, aiming at increasing participation of members of agricultural associations and cooperatives. SAMAP aims to mobilise 750 FFSs and reach out 30,000 family farmers in three years. Overall, SAMAP is employing an inclusive approach, working with men, women and, youths and vulnerable groups like widows (Self-targeting). Deliberate direct targeting is also being done to women and youths stimulating local agribusiness traders and entrepreneurs. These direct targeting of traders/businesspeople would in turn provide services to the target beneficiaries.

Main issues

The issue of an appropriate targeting strategy is still outstanding. One of the objectives of the strategy should be to ensure meaningful participation of the poor households and the vulnerable groups and develop measures to prevent elite capture. It is important to tailor interventions to meet the specific needs on women, men and youth beneficiaries. Therefore, the need to develop a targeting strategy for the Project with assistance of Technical Assistance is reemphasised.

In addition, considering that the PCU does not have a targeting specialist as part of its staff, the Project should consider recruiting short-term consultancy services, as an when needed, to ensure appropriate implementation of targeting aspects.

Gender equality & women's participation

Rating: 4

Previous rating: 4

Justification of rating

The project has committed funds to hire a Gender consultant to train SAMAP and IDA staff on gender awareness tools and the implementation of the gender strategy. The selected municipalities and communities are promoting inclusive participation of men, women, youths smallholder farmers by using the farmer groups/associations and cooperatives. The project is in line with IDA policy of using FFS approach, an innovative, participatory and interactive learning method that emphasizes problem solving and discovery based learning. Since the project has just started implementing the first activities of FFS sessions doing adaptive research of maize, potatoes and beans, this will increase the knowledge and technology of these crops.

Main issues

The women participation quota of 50% is very likely to be achieved since women constitute the majority of farmers. However, the Mission observed that more work is needed to improve the quality of participation, including the provision of labour saving technologies and increased representation in management committees. Additional efforts are also needed to expand women's access to and control over fundamental assets, capital, land, and decision-making role in cooperatives, or groups' affairs. Using Gender Action Learning System (GALS) tools may assist in improving women's workload. Experience suggests that GALS can result in an improved allocation of tasks between household members.

It is further pointed out that climate-smart investments support should include the use of labour-saving technologies, such as rainwater harvesting, conservation agriculture, and the use of fuel saving-stoves to provide opportunities, which can be used for household energy. As already specified, two NGOs were recruited to reinforce the institutional capacity of farmer organizations. This involves awareness creation and mobilizing groups of women, young men and women and adult men, aiming at increasing participation of members of agricultural associations and cooperatives in the ongoing institutional diagnosis.

Agreed Action	Responsibility	Agreed Date
Development of a Gender Targeting and Youth Strategy Develop Terms of Reference for recruiting a TA for the development of a Gender Targeting and Youth Strategy and action plan and initiate recruitment process for the same.	M&E Specialist	08/2019
Conduct a Gender Awareness training of recruited staff and IDA personnel Conduct a Gender Awareness training of recruited staff and IDA personnel	Gender Consultant	04/2020
Gender Sensitisation for Project Stakeholders Recruit a Social Inclusion Consultant to Gender awareness/sensitisation training for all project staff and other project stakeholders;	SAMAP Coordinator	04/2021
Data Collection in M&E Provide gender, sex and age disaggregated data	M&E Specialist	

Agricultural Productivity

Rating: 4

Previous rating: 4

Justification of rating

Although the project is just starting to implement activities meant to contribute towards yield enhancement, it is already beginning to show that the potential to increase productivity for the key commodities is high. Some of the yield information collected for maize (856kg/ha) and beans (600kg/ha) is still lower than the targets but it is a slight improvement over the prevailing average yields. However, as the Farmer Field Schools start in earnest, there is a need for the systematic collection of yield information across the target area for analysis and comparison.

Main issues

Efforts being undertaken to enhance crop productivity include research on good quality seed by IIA, FFs training in Good Agricultural Practices (GAP), and timely provision of good quality inputs near the communities. A boost in yields is expected for most of the key crops in the target areas, including maize, Irish potato, beans and horticulture (tomatoes, carrots, cabbage etc.).

Nutrition	Rating: 4	Previous rating: 3
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Justification of rating

SAMAP has taken a big step to contribute to improved nutrition of the target beneficiaries by distribution of seed varieties (tomatoes, cabbages, onions, carrots, aubergine, beans, and pepper) that have proteins and essential micro-nutrients. These products are expected to stimulate and positively change local food production systems and diversifying of diets in the project areas. This intervention will be complemented with the provision of nutrition-related messages to the target households when Farmer Field Schools start operating.

Main issues

IFAD is committed to mainstreaming nutrition. High prevalence of malnutrition in the Project target area is attributed to increasing poverty levels partly due to the recurrence of drought. The vulnerable population, mainly women and youth, are affected. A nutrition-sensitive baseline survey has been undertaken and the findings will guide nutrition-focused interventions. As part of the training for the Master Trainers, Module 4 included information on nutrition/food processing and this will be integrated into the FFS curriculum for the benefit of the target households/communities.

Adaptation to Climate Change	Rating: 4	Previous rating: 4
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Justification of rating

While the link between the identified risks, vulnerabilities, impacts and the specific project activities for climate change are clear, steps are yet to be taken to implement the adaptation measures. But, most of the interventions are to be effected through the FFS which are expected to provide capacity building to the farmers; these are set to start. FAO trained the Master Trainers who will provide training to farmers in the FFS; the training included modules on climate change, agro-meteorology, integrated pest and disease management, agro-ecological practices and management. All these topics are essential for transferring skills and knowledge to enhance resilience to climate change, especially if adequate follow-up and practical capacity building at the farm level are provided.

Main issues

Research and development: The INCA and IIA are developing drought-tolerant varieties to enable adaption to climate change. However, linking their work with FFS remains a challenge. The mission recommends FFS initiation, as planned, without further delay so that the skills can be transferred from the MTs and Extension Workers to farmers to increase resilience to climate change impacts. MTs, Extension Workers, and other technical and organizational assistance agents (e.g. INCA, IIA and NGOs) must also ensure that at the field level farmers are provided with all the necessary assistance to consolidate learning from FFS and to make practical adjustments to the conditions on the ground.

Infrastructure: As part of the rehabilitation of the irrigation schemes, practical steps must also be taken to foster the adoption of selected and tested smart technologies that are responsive to climate change adaptation. Drip or sprinkler irrigation can achieve better control over the timing and level of water applied to crops than gravity irrigation. This is of utmost relevance in many contexts and even more so in those marked by severe scarcity of water as is the case with the southern provinces. These technologies are yet to be promoted in the project area and that requires dedicated work.

It is recommended that the construction or rehabilitation of infrastructure be expedited to improve access to water to allow ample time for implementation before project phase-out.

Agreed Action	Responsibility	Agreed Date
Mainstream Climate Change in FFS Curriculum Ensure the FFS curriculum integrates climate change adaptation practices and technologies	M&E Specialist	09/2019
Compliance with SECAP Conclude the identification process of infrastructures and ensure compliance with SECAP	SAMAP Coordinator	01/2021
Research on climate and environment issues Establish linkages of research work by IIA and INCA with FFS on climate and environment issues	SAMAP Coordinator/ IIA/INCA	03/2021
Capacity building in Climate Change Resilience Measures Commence FFS necessary for transferring skills and knowledge to enhance resilience to climate change	SAMAP Coordinator	03/2021

b. Sustainability and Scaling up

Institutions and Policy Engagement

Rating: 4

Previous rating: 4

Justification of rating

SAMAP is contributing to building the capacities at institutional and beneficiary level to sustain the activities. Capacity building at community/farmer level is being done through FFS; information on good and climate smart agronomic practices is being passed onto the target beneficiaries. Farmers' Associations and Cooperatives are also being strengthened to be able to serve their membership effectively beyond the life of the project.

Main issues

The capacity of IDA and other related institutions at all levels in MINAGRIF, is being strengthened. The project infrastructure and irrigation interventions will be implemented with the technical and guidance support of the Ministry of Environment – MINAMB on environmental safeguards and in all issues concerned with preparation and validation of the Environmental Impact Assessment studies; Ministry of Energy and Water – MINEA on irrigation schemes and other water systems. Agreements with key public research institutions (Agrarian Research Institute – IIA and Coffee National Institute – INCA) were signed to reinforce the capacity of these institutions on research and ensure the release of improved seed varieties (drought tolerant, early mature, etc.), support for better soil analysis, pest and disease management and sustainable seed multiplication process at farm level. With INCA, the collaboration will be with the development of coffee value chain in the Amboim municipality, Kwanza Sul province. The project is also contributing to an increased policy dialogue, building the government capacity to accelerate project implementation and to increase country ownership of results. This is being achieved through the Government existing structures and also through the project organizational, Coordination and Implementation Framework which is composed of: a) the Project Coordination Committee (PCC) chaired by the Ministry of Agriculture; b) the Project Implementation Sub-Committee (PISC) chaired by IDA Director; c) the Provincial Project Coordination Committee (PPCC) and d) the Provincial Governance Committee (PGC). In addition, IDA and EDA technicians at national and local levels are the ones who support the project activities. SAMAP will be strengthening their capacities to implement and sustain project interventions beyond the life of the project.

Agreed Action	Responsibility	Agreed Date
Establishment of SCU at IDA MINAGRIF and IDA to reflect and decide with the type suitable arrangement for operationalization and coordination of SCU with support of different partners	IDA	06/2020

Partnership-building

Rating: 5

Previous rating: 5

Justification of rating

This is an area where SAMAP is doing well. SAMAP has, thus far, established partnerships with: a) FAO – The focus is on the establishment of farmer field schools in the SAMAP intervention areas; and b) Smallholder Development and Commercialization Project (SDCP) – this is a World Bank-supported Project whose implementation is being closely coordinated with that of SAMAP to ensure complementarity and enhance coordination and policy dialogue within IDA and the MINAGRIF, and also draw lessons from other programmes. The partnership is meant to ensure experience sharing in project management and coordination and joint actions on training of staff and producer organizations; and c) other partnerships as detailed below, inclusive of other IFAD-funded projects (ARP, SREP and AFAP).

Main issues

SADCP – WB – The project started field activities in 2015 and SADCP – SAMAP in 2017. The WB financed project is more advanced in terms of activities in the field and results. Considering that the methodologies and activities are the same, and given that the project had its MTR recently, it is recommended that SAMAP takes into account the lessons and recommendations from the SADCP-WB project MTR and use the information to guide its implementation. The collaboration between the projects should also be extended to the annual assessments, technology adoption studies, and yield assessments. In addition, it is expected that the projects will collaborate in other programme management areas such M&E and Knowledge Management, Financial Management, Procurement, infrastructures and irrigation.

Collaboration with FAO – SAMAP is using the FFS approach with the support from FAO who are providing the overall capacity building and implementation support to IDA with training of Master Trainers, strengthening the IDA staff and local NGO's, as well as providing support with supervision and certification of the FFS.

WB and IFAD Collaboration – Following the MOSAP I, IFAD and WB continue with an active collaboration in Angola. The World Bank is in the process of designing an additional financing component to SADCP-WB with activities on resilience in South Angola. While designing the new project, efforts will be in place to cover Municipalities and communes not covered by ARP and SREP. In addition, it was agreed that IFAD and WB will try to combine and harmonize as much as possible their supervision mission calendar in Angola, to maximize the results, efficiency and avoid duplication of efforts and resources from MINAGRIF, IDA, EDA and local staff.

AFD and BADEA – Based on the experiences and lessons from MOSAPI, SADCP-WB, MOSAP and ARP, a USD 150 million project SREP - Smallholder Resilience Enhancement Project was recently approved by IFAD board. The project will implemented in 7 provinces and is co-financed by the GoA, IFAD, AFD and BADEA. One of the agreed requirement of all financiers was to make an independent assessment of the FFS supported by the previous interventions. The procurement process to hire the consultants for the study is ongoing and the study is expected to be concluded before SREP start up.

EU - FAS (Social Support Fund) – GoA and European Union are implementing a social development initiative in rural areas with different interventions, including water for community and agriculture. SAMAP team are in negotiation process to have support from this fund to co-finance the small-scale irrigation schemes and the Agro-Business Centres. SAMAP team are in contacts with AGRA for their support to the establishment of market centres and agri-business.

Details are presented in Appendix 4.

Agreed Action	Responsibility	Agreed Date
Master Trainers for Farmer Field Schools Identify and locate the Master Trainers that were trained by MOSAP 1 and other projects with the objective exploring the possibility of working with SAMAP.	SAMAP Coordinator	09/2019
WB and IFAD Collaboration Try to combine and harmonize as much as possible their supervision mission calendar in Angola	IFAD and WB	

Human and Social Capital and Empowerment

Rating: 4

Previous rating: 4

Justification of rating

SAMAP is promoting participation of men, women and youth as smallholder farmers by using empowerment and capacity building measures to encourage their participation. SAMAP is seeking to ensure women participation of at least 50% of the FFS facilitators and 30% youths. Empowering measures employed include: a) information and mobilization campaigns using local information meetings and media; b) agribusiness linkages and input supply through groups of farmer organizations, also for the vulnerable groups; c) inclusive FFSs; d) a broad range of skills training activities; and e)

monitoring of inclusiveness. SAMAP would also be supporting beneficiaries to develop skills in food production, household nutrition, basic financial literacy and numeracy, business and leadership, etc.

Main issues

Other avenues used to contribute to the building of human and social capital and empowerment of the target beneficiaries and some of the institutions charged with the responsibility of overseeing implementation include: a) Community Empowerment – one of the ways that communities are being empowered is through their involvement in the beneficiary selection process; b) Recruitment and Training of Extension Agents – a total of 40 extension agents have been recruited and received orientation training to ensure effective and relevant implementation of target activities; c) Capacity Building of Farmers – this is to be achieved through the FFS that will also position women in management committees. The Master Trainers have received their requisite training and they will soon (2021) start with the establishment of FFS; d) Capacity Building of Secondary Target Groups - these will consist of key public sector and community-based organisations that will be key for the successful implementation of the Project; e) Capacity Building of FOs – there is need to strengthen group cohesion, facilitate the legalisation of groups and find a solution to pending land tenure security issues; f) Establishment/Strengthening of Water Users Associations (WUAs) – for irrigation subprojects, there will be need to establish and/or strengthen the WUAs and the associated committees; g) Capacity Building of PIU/PPIU Staff –PIU/PPIU staff will be expected to receive capacity building from IFAD regional training, exchange visits and sharing lessons learned on IFAD-supported projects in the region.

Quality of Project Target Group Engagement and Feedback	Rating: 4	Previous rating: 4
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Justification of rating

SAMAP has ensured target community engagement, particularly, through their involvement in the beneficiary selection process. The capacity building of the target groups and their organisation is an avenue through which feedback can be channelled and acted upon.

Main issues

Although farmer organisations can serve as an avenue for the target group to provide feedback, there is the need to put efficient and equitable feedback, grievance and redress mechanism in place, easily accessible to all community members/beneficiaries. SAMAP needs to establish a functional project grievance redress process with clear and easy steps and responsibilities from complaint to resolution. This should be easily accessible and the target communities groups should see the project's grievance redress processes as fair, transparent, and responsive.

In addition, during the group development activities, the project should establish feedback mechanism where feedback is received, captured and documented and effectively integrated in the M&E system. This feedback could then be used by the project management team, IFAD Country team for learning purposes and adaptive management of interventions for progress report and social accountability.

Responsiveness of Service Providers	Rating: 4	Previous rating: 4
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Justification of rating

As activity implementation intensifies, SAMAP has recruited several service providers, inclusive of a UN agency, and several public and private sector institutions. Thus far, the response has been good with regard to: a) the extent to which service providers respond to the demands of their rural clientele and carry out their assignments as per the Terms of Reference in a timely and professional manner; b) the quality of the services provided; c) use of resources in an effective manner; d) timeliness in submitting implementation progress reports; and e) quality of the reports in terms of completeness and usefulness of the information provided. The Mission received and reviewed some of the outputs produced by selected Service Providers and the quality was good.

Main issues

Considering that SAMAP is in the process of recruiting the Main Service Provider for Component 2 and other Service Providers for conducting value chain mapping studies, rural financial services, market information system, irrigation schemes, etc., it advised that the project monitors the Service Providers closely to ensure the time provision of quality services that reflect value for money.

Environment and Natural Resource Management	Rating: 4	Previous rating: 4
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Justification of rating

The rating remains unchanged since the last mission. Although plans are well articulated to address environmental issues and are commendable, negative environmental impacts are not fully resolved yet. Environmental plans must be prepared before the commencement of construction/ rehabilitation of identified infrastructure and the identified activities need to incorporate in the AWWP.

Main issues

The fragile biophysical environment, shallow soils, poor vegetative cover and the irregular and often high intensity of rainfall, has resulted in severe soil erosion and reduced soil fertility. Deforestation and charcoal burning have also contributed to land degradation and soil erosion on communal (forest and rangelands) and privately cultivated land.

Measures, such as improved water management, safe handling of agrochemicals and waste management must be promoted mainly through the FFSs. Efforts should be made to minimise the social risks through community participation and the development of community-based Natural Resource Management Plans (NRMPs) through FFS. The beneficiaries will benefit from climate change adaptation capacity building through the FFSs.

Potential environmental impacts of boreholes – Competent service providers for borehole drilling must be selected. The mission recommends that groundwater surveys be undertaken for all identified borehole sites. In close collaboration and supervision with water basin management authorities, mitigation measures should be in place to avoid over-abstraction and irreversible depletion of aquifers. All boreholes should be mapped and a master meter and an Airline/Piezometer installed at strategic locations to monitor groundwater abstraction and facilitate regular measurements of the static water level in the boreholes. The committee managing water resources should ensure that there is no over-pumping and that beneficiaries stick to the water permit class issued. Water community committees should provide regular education on the value of water and water resources for enhanced conservation.

Training – The FAO should incorporate natural resources management plans in FFS. Farmers should be trained on environmental management on how to dispose of waste and agrochemicals safely, and how to manage water. Training in FFS should have a stronger focus on land degradation and minimize deforestation and continued soil degradation through agricultural practices.

Agricultural production is dependent on degraded natural resources – Of concern are agricultural value chain activities that are dependent on natural resources, especially soils, which are subject to severe land degradation and climate change hazards such as drought. Without a change towards soil conservation techniques and climate-smart practices such as conservation agriculture, these value chain activities are likely to lose their productive basis.

Agreed Action	Responsibility	Agreed Date
Natural Resources Management Plans FFSs to produce specific NRMPs	PIU	06/2020
Engage consultants to develop a Rapid Environmental and Social Management Plans Engage consultants to develop a Rapid Environmental and Social Management Plans for the project area	PIU	06/2020
Provide training to PIU and other relevant stakeholders Provide training to PIU and other relevant stakeholders on SECAP, ESMP and NRMPs	PIU	12/2020
Rapid Environmental and Social Management Plans Conclude the procurement of consultants to develop Rapid Environmental and Social Management Plans for the project area	SAMAP Coordinator	02/2021

Exit Strategy

Rating: 4

Previous rating: 4

Justification of rating

SAMAP does not yet have a written exit strategy. However, the nature of the project's design and implementation arrangements were cognizant of the post-project environment. The main implementing agency is IDA of MINAGRF; it has received and will continue to receive several capacity building interventions. IDA and its strengthened technicians will remain in place to continue with the activities of the project upon SAMAP's closure. Farmers' organisations are also being

strengthened variously and farmers/communities are being trained through FFS. Lastly, WUAs will be capacitated to operate and maintain all infrastructures once constructed.

Main issues

Although the Project's design and implementation arrangements are conducive for sustaining successful interventions, it, nonetheless, needs to put in place a structured exit strategy to progressively guide the process of ensuring continuity. Accordingly, SAMAP was advised to start the process of putting in place a realistic exit strategy that is supported by all Project stakeholders. This should be a consideration in processes such as service provider recruitment, capacity building interventions, etc. The strategy details institutional arrangements, legal aspects, ownership and post-Project funding. In general, and given the nature of the Project, the strategy will be to progressively put emphasis on building capacity at different levels, but in particular through FFS, promoting FOs and enhancing their technical, managerial and business skills, linking farmers and their organisations to value chains actors, such as buyers/traders, input suppliers and financial institutions and granting them vital productive assets.

Potential for Scaling-up	Rating:	Previous rating: 4
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c. Project Management

Quality of Project Management	Rating: 4	Previous rating: 4
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Justification of rating

SAMAP Project management is currently carrying a heavy load but has generally done well to deliver against set targets. It has recruited several service providers and adequately supervised the service provision function. As of September 2020, coordination of the Agriculture Recovery Project (ARP) was formally merged with that of SAMAP. A Deputy SAMAP Coordinator was recruited to oversee ARP implementation coordination. In addition, SAMAP is responsible for preparing the Smallholder Resilience Enhancement Project's (SREP) start-up activities, including the inaugural workshop, first AWPB, and facilitating recruitment of staff. The PCC and PPCC meet once every year to review and approve the AWPB.

Main issues

SAMAP Management is also charged with the responsibility of overseeing structuring of the Single Coordination Unit (SCU) and, eventually, recruitment of the respective staff. In that regard, a consultant was recruited in July 2020 and several meetings with SAMAP Management have taken place to discuss draft sketches of management instruments prepared thus far. These included: a) initial and intermediate reports; b) justification note; c) terms of reference for the main central posts and interneers to be trained as future managers and assistants in financial management, public contracting, monitoring and evaluation; d) activity programme and the unit's indicative budget for the first 5 years; and e) operation manual.

The year 2020 also saw some changes in the PIU staff having been quite stable previously. The Project's Financial Management Specialist resigned and was replaced in March 2020. In addition, the Provincial Coordinator for Cuanza Sul was replaced in June 2020. However, the transition in both of those cases was reported to be smooth and SAMAP management/coordination was not significantly impacted.

The Project was reminded that, in addition to the AWPB, the PCC and PPCC also need to review, comment on and approve the annual Project implementation report before being shared with IFAD.

Agreed Action	Responsibility	Agreed Date
SAMAP Deputy Project Coordinator Develop Terms of Reference for the position of Deputy Coordinator and initiate recruitment process for the same.	SAMAP Coordinator	07/2019

Knowledge Management	Rating: 3	Previous rating: 3
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Justification of rating

The Project team conducts regular implementation review workshops with different stakeholders; based on the lessons learned, the Project makes necessary adjustment on the plan to improve performance. But more needs to be done to adequately cover the Knowledge Management (KM) function of the project.

Main issues

SAMAP needs to put in place a KM strategy and the associated action plan and ensure its implementation. However, the

responsible staff has been, and continues to be, preoccupied with different responsibilities. The Project does not have a KM Specialist as part of the PIU; the M&E Specialist was assigned the KM responsibility. It is this Mission's view that this is rather too much responsibility for the same Specialist considering that Gender, Youth and Targeting are also part of his responsibility. It is proposed that now is the time for SAMAP to consider recruitment of short-term Technical Assistance to design a SAMAP KM strategy and action plan. Otherwise, it might be difficult for the project's KM function to be given the due attention it deserves under current arrangements.

<i>Agreed Action</i>	<i>Responsibility</i>	<i>Agreed Date</i>
KM Strategy and Action Plan Recruit short-term Technical Assistance to develop a Knowledge Management strategy and the associated Action Plan	M&E Specialist	03/2021

Value for Money

Rating: 4

Previous rating: 3

Justification of rating

SAMAP is, generally, being efficiently implemented as most investments, thus far, represent value for money. A comparison between actual costs of achieving selected outputs with the regional averages indicates that the project costs are slightly lower. Also, for most of the outputs, the actual prices paid were not very different from what had been budgeted for in the AWPB. In addition, as SAMAP's investment activities unfold, the ratio between the investment costs and the fixed project operating costs is also starting to improve. This will even get better when the MSP for Component 2 gets recruited and starts operating.

Main issues

The Mission examined the unit costs of selected outputs achieved by the project and compared them with the regional averages. The selected outputs included 10 vehicles and 40 motorcycles were procured and distributed to IDA municipal structures to implement field activities (farmer field schools and subprojects/business plans). The unit cost for the vehicles (Model: Toyota Hilux Double Cab 4X4) was US\$34,150. This compares to about US\$36,250 of the same Toyota Hilux Double Cab 4X4 in South Africa. The unit cost for the motorcycles (Model: Honda XL 125L-LEK) was US\$2,760. By comparison, the motorcycle with similar specifications is about US\$2,846 in South Africa. Thus, when one adds the shipment costs, it is evident that the prices paid by the project for the vehicles and motorcycles are very comparable to the regional averages. Some of the other outputs include the maize and horticulture seeds whose unit prices were not very divergent from those included in the plan.

It should, however, be noted that for some of the goods and services paid for in local currency, the costs have tended to be a bit higher than planned. This is attributed to price inflation and the unstable exchange rate between the Angolan Kwanza (AOA) and the major currencies. This, in fact, has tended to affect the procurement of some goods and services and, implicitly, the provision of some services.

<i>Agreed Action</i>	<i>Responsibility</i>	<i>Agreed Date</i>
Value for money Address implementation delays including flow of counterpart financing	IDA/MINFIN	12/2019

Coherence between AWPB and Implementation

Rating: 3

Previous rating: 3

Justification of rating

Implementation of the approved 2020 AWPB was affected by a number of external factors that had a negative impact on the pace of the activity implementation and the associated execution rate of the budget. Nonetheless, some of the AWPB targets have been met and others, actually, exceeded. Efforts were being made by the PIU to accelerate implementation during the remaining part of the Project year and indications are that the rate could be considerably higher by the of the year.

AWPB Inputs and Outputs Review and Implementation Progress

The Mission reviewed the AWPB with particular emphasis on the execution rate and the financial progress compared against the physical progress. As already specified, a number of factors combined to affect the 2020 execution rate. The Mission also noted that preparation of the 2021 AWPB was late; by the time of the Mission, the draft had not yet been submitted to the Project Coordination Committee for review and endorsement. Yet, according the requirements, the endorsed draft is supposed to be submitted to IFAD, for review and provision of No Objection, 60 days before

commencement of the subsequent project year. Thus, the process was already behind schedule.

Agreed Action	Responsibility	Agreed Date
AWPB Summary and Detailed Tables Revise the 2019 AWPB by preparing the summary and detailed tables to serve as a tool for planning, monitoring progress and reporting	M&E Specialist	07/2019

Performance of M&E System

Rating: 4

Previous rating: 4

Justification of rating

SAMAP is in the process of establishing an online M&E system. A local software company was contracted to design an automated web-based platform that would enable responsible staff to directly upload information into the system. However, after undertaking trials of several of the system's components, the Project is of the view that the company, like all other local companies, does not have the capacity to deliver the desired system. Accordingly, SAMAP has initiated a process to recruit an international consultancy to reinforce the M&E software development work done by the local company and build capacity for the staff. The system, once completed, would be used by SAMAP and other IFAD-funded agricultural projects in Angola.

M&E System Review

The process of recruiting the international consultancy to reinforce the M&E software development was at the Request of Expression of Interest stage by the time of the Mission. Having a well-structured M&E system in place is very important for effective results-based management. It is supposed to establish whether Project implementation is progressively moving towards the development objective and set targets. It is also supposed to identify constraints, which should be brought to Project management for urgent and adequate redress. The Project's M&E team clarified the M&E responsibilities of all stakeholders working at all levels, including IDA technicians, FFS facilitators, service providers, etc. who are involved variously in Project implementation. Primary data is supposed to be collected and maintained by socio-economic group, age and gender, and aggregated by community, commune, and municipality and consolidated for the entire Project. However, the Project is facing challenges particularly related to the collection of data disaggregated by age. To that effect, it is suggested that the Project considers using associations or cooperatives as entry points to service delivery; they should have all the socio-economic data related to their membership.

Other M&E challenges experienced by SAMAP include: a) limited capacity of the IDA staff and M&E Assistants at the Provincial level to collect, analyse and disseminate information on the key Project indicators; b) weak internet connectivity that makes it difficult for people in the field to use Tablets for data collection and sharing; and c) prevalence of unharmonized M&E systems between different stakeholders that makes it difficult to share information on common interests. The Project is taking steps to address most of the identified challenges.

Baseline Survey – In order to monitor progress being made towards achieving set targets in the course of SAMAP implementation, a baseline survey is essential to benchmark the existing situation. The Mission noted that a nutrition-sensitive baseline survey was completed and plans are underway to convene a validation workshop.

Annual Work Plan and Budget (AWPB) – It was noted that preparation of the 2021 AWPB was behind schedule by about a month. A draft AWPB endorsed by the Project's oversight body is supposed to be submitted to IFAD for review and expression of a No Objection 60 days before commencement of the proceeding Project year. By the time of the Mission the SAMAP draft 2021 AWPB had not been completed yet; this is a breach of one of the Financing Agreement Covenants.

Agreed Action	Responsibility	Agreed Date
No objection for M&E web-based software platform The set up of the web-based software platform, to facilitate the process and improve the quality of information. The project should submit the No objection to IFAD no later than end of November 2018.	SAMAP Coordinator	11/2018
Provide continuous capacity building and relevant refresher trainings for the M&E team Provide continuous capacity building and relevant refresher trainings for the M&E team	PIU	01/2021
Logical Framework Update Update the Logical Framework and SAMAP's operational framework to include the baseline information	M&E Specialist	01/2021

Social, Environment, and Climate Standards requirements

Rating: 3

Previous rating: 4

Justification of rating

While the approaches adopted to meet SECAP requirements are commendable, practical adaptation actions are required to ensure that these are operationalized and effective. The approaches consist mainly a combination of: a) relying on MOSAP II (2015-20) and its Additional Financing (AF) (2020-23) systems and procedures; b) ensuring that FAO capacity building mainly of MTs and Extension Workers includes strong elements of Social, Environment and Climate (SEC) that through FFS reach the farmers themselves as a way of streamlining SEC management in the daily activities of the project and beneficiaries; c) temporary involvement of external consultants to assist in specific tasks; and ultimately d) adhering to the government guidelines on environmental and social management.

SECAP Review

The Mission has noted that, except for the practical contributions provided by FAO in streamlining SECAP through capacity building the other approaches, i.e. MOSAP, Government and External Consultants are not yet in a position of providing solid SEC Management inputs to the project on their own. Critical aspects include, but are not limited to:

- (a) MOSAP SEC management units and personnel are still in the process of consolidation. In short, to medium term, they are not and will not be well positioned to suitably take care of other projects, as would be the case of SAMAP. Additionally, SAMAP works in one province in which MOSAP is not active (Cuanza Sul), hence, this province cannot directly benefit from MOSAP assistance. The geographical convergence is restricted to Huila province. There are also a few differences between the World Bank Environmental and Social Standards (ESS) and IFAD's SECAP. A dedicated process of bridging the differences in compliance with the SECAP's principle of adopting the most elaborated guidelines, under such circumstances, is required for SAMAP interventions;
- (b) Extension workers, MTs, and farmers need regular reinforcement of their theoretical and practical learnings and experiences to assimilate the new culture of sound SEC management;
- (c) Temporary involvement of external consultants seems to not be enough, especially at this initial stage, when the establishment of new attitudes towards SEC management is crucial; and
- (d) Government SEC oversight is significantly weak and almost non-existent in the specific case of projects considered as being of moderate and/or low impact, as is the case of MOSAP, SAMAP, and ARP. Government tend to focus mainly on Category A projects. Yet, the impacts of the various SAMAP sub-projects, as well as their cumulative impacts when combined with other similar interventions and other public and private developments in the same areas, can be significant. Hence, the relevance of having in place sound SEC management systems and procedures as embodied by SECAP.

SAMAP needs its internal arrangements to catalyze what can be obtained from the existing lines of collaboration with other interventions. In addition, solid developments in meeting SECAP requirements are critical at this stage of the project. Experience with similar interventions shows that bringing SEC elements into project management at a later stage can be harmful as it then becomes difficult to reverse inconsistencies and what could be acquired bad habits.

Agreed Action	Responsibility	Agreed Date
Bridging the World Bank Environmental and Social Standards (ESS) with IFAD's SECAP Rapid exercise of bridging the World Bank Environmental and Social Standards (ESS) with IFAD's SECAP to ensure consistency in the articulation of both sets of regulations.	SAMAP and MOSAP II SEC Units within both PIUs	02/2021
Compliance of infrastructure development with SECAP Conclude the identification process of infrastructures and ensure compliance with SECAP	SAMAP Coordinator	03/2021
Capacity building on SECAP Ensure that PIU, IDA and extension workers are trained on SECAP ESMP and NRMPs	SAMAP Coordinator	04/2021
Strengthening SAMAP organizational structure to meet SECAP requirements SAMAP should have its own internal SEC management personnel within its organizational structure. In addition to the central level, these could be deployed either at each province or by regions, e.g. central and southern regions. At this initial stage, preference should be to the regions. Lessons learned can then be used to decide otherwise.	SAMAP Coordinator	06/2021
Development of social and environmental strategy/plans Contract consultancy to develop social and environmental strategy/plans	SAMAP Coordinator	06/2021

d. Financial Management & Execution

Acceptable Disbursement Rate	Rating: 4.0	Previous rating: 3
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Justification of rating

SAMAP was approved on 10th April 2017 and became effective on 9th August 2017, but it was delayed for five (5) months up to 9th January 2018 before the first disbursement was achieved. The project has been implemented for 34 months as of the mission period (November 2020). Thus, the project is in its 3rd year (DY) of implementation. As at 20th November 2020, 38 Withdrawal Applications totalling USD 7.73 million have been processed by IFAD yielding disbursement rate was 26.85%. However, if we include withdrawal applications valued at USD 4.8 million in the pipeline at various stages of processing, the disbursement amount becomes USD 12.21 million, yielding disbursement rate of 42.39%. There has not been any extension

Main issues

The average disbursement of withdrawal applications of all 44 withdrawals (38 already processed plus 6 in the pipeline) is USD 277,000 which is far below the expected threshold USD 600,000 (i.e. 30% of the authorized allocation of USD 2 million) per withdrawal. Many direct payments made to project clients were also far below the USD 20,000 threshold spelt out in the Letter to the Borrower. The economic cost of processing withdrawal application is high. Thus, the mission advised the project to respect the thresholds set forth in the Letter to the Borrower dated 8 June 2018.

Agreed Action	Responsibility	Agreed Date
Request opening of off-shore bank account for SAMAP By contacting Ministry of Finance as per meetings held during IFAD's Finance Officer visit to Angola (Update - SM Nov 2019): The issue was reiterated during the Implementation Support Mission of Jun 2019 - no update on this action is provided in the Supervision Mission of Nov 2019.	Project Coordinator	10/2018
Withdrawal applications Submit withdrawal applications when amount of expenditure reaches 30% of the authorised allocation or 90 days from the date of the last withdrawal application	FMS	12/2019
Withdrawal applications Submit withdrawal application for USD 1,019,911.80 and subsequently when amount of expenditure reaches 30% of the authorised allocation or 90 days from the date of the last withdrawal application	Financial Management Specialist	08/2020
Management of Direct Payments Ensure that no direct payment request is below the USD 20,000 threshold.	FMS	12/2020
WA management Submit Withdrawal Applications when amount of expenditure reaches 30% of the authorized allocation or 90 days from date of last withdrawal application, whichever comes first	FMS	12/2020

Fiduciary aspects

Quality of Financial Management

Rating: 4

Previous rating: 4

Justification of rating

The mission reviewed the FM systems and control environment of the project. The FM review focused on the knowledge and experience of the finance team, budgeting, treasury management (including disbursement & funds flow), accounting, financial reporting, accounting software usage, internal control procedures (including segregation of duties) and external audit. The mission concluded that the Programme's FM system remains sufficient and could adequately be used in meeting the fiduciary requirements of IFAD and GOA. Overall, the Mission notes that the quality of financial management meets the financiers' minimum requirements.

Main issues

Assets and Asset Register. The mission reviewed the Asset register and noted that it is updated with assets procured up to date. In line with standard IFAD procedures, the PMU should conduct a physical verification of the assets as part of yearend activities.

AWPB. The deadline for the submission of draft 2021 AWPB to IFAD for comments and No Objection has been missed. Such delays, invariably, affect planning and implementation of the AWPB.

Accounting Software: SAMAP's accounting has been computerized. The project has deplored the PRIMAVERA Accounting Software at the two provinces. The software has a single module of General Ledger. It is recommended that the Fixed Assets and Procurement processes and information be integrated with the finance data in an enterprise resource software.

Insurance. The office building, some equipment and other assets used by project are not insured. The mission recommends that all project assets should be insured against the risk of fire, theft and natural disasters.

Financial efficiency of IFAD financing. In less than three years of project implementation, the project has spent USD

0.61 million (representing 57.12%) of the allocation of USD 1.1 million for Operating Cost category, leaving a balance of USD 0.47 million. Considering that the project has 4 years project life remaining, its financial efficiency is unappreciable. The PCU was prompted to introduce cost saving measures in relation to its operating costs.

Staff contracts. Contracts are well written, clear and unambiguous, with the exception of few clauses that need to be included. All staff contracts must include clauses on: (i) the total contract sum payable to the consultant within the contract period; (ii) compliance with the IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations (the “Anti-Corruption Policy”); and (iii) IFAD’s Policy on Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse (the “SH/SEA Policy”). The policies should be annexed to the contracts.

Internal controls. The project has not been subjected to internal audit since inception in contravention of the financing agreement. This also presents internal control weakness as internal audit is required to provide assurance on internal control systems and facilitate improvement of internal controls. The mission reiterated the previous recommendation that the project recruit the services of an independent and qualified audit firm acceptable to IFAD to perform the project internal audits in accordance with the annual risk-based work-plan.

Agreed Action	Responsibility	Agreed Date
Submit PIM for IFAD No Objection This action is pending since October 2018. (Update - SM Nov 2019): the action is still pending.	Project Coordinator	08/2019
Request enhancements to PRIMAVERA on budget monitoring and automatic creation of financial reports	FMS	09/2019
Use of petty cash Consolidate items of common use and source them under bulk purchase to minimise use of petty cash.	FMS	12/2019
Accounting system Fast track posting of accounting data in PRIMAVERA to facilitate on time generation of reports including SOEs	FMS	02/2020
Internal audit Fast track engagement of an internal audit firm. This action has already been recommended twice (Oct 2018 and June 2019).		03/2020
PIM Submit the revised PIM to IFAD for review and No Objection	Project Coordinator/Financial Management Specialist	08/2020
Accounting system Fast track reconciliation of accounting data in PRIMAVERA to facilitate on time generation of reports including SOEs	Financial Management Specialist	09/2020
Internal audit Engage a service provider and share an internal audit report with IFAD indicating an action plan for implementing internal audit recommendations	Financial Management Specialist	10/2020

2021 budget submission Submit 2021 AWPB for IFAD's review	Project Coordinator and FMS	12/2020
Asset management Group assets under classifications, conduct an asset verification exercise at least annually and insure main assets	FMS	12/2020
Update contracts with staff Insert IFAD policies on Anti-Corruption and SH/SEA Policy in staff contracts	Project Coordinator and HR Officer	03/2021
Procurement of ERP Procure ERP software to improve management of M&E and procurement	Project Coordinator and FMS	06/2021
Internal audit Engage an internal audit firm for regular reviews	Project Coordinator and FMS	06/2021
Submit quarterly financial reports to both IFAD and MINFIN (Update - SM Nov 2019): interim financial reporting has been improved.	Project Coordinator	

Quality and Timeliness of Audit

Rating: 5

Previous rating: 5

Justification of rating

The Programme Financial statements were received on before the due of 30/06/2020 as per the Financing Agreement. The audit for the FY2019 was conducted by the Deloitte in accordance with IPSAS cash basis of accounting and included all the necessary reports required by IFAD. The Auditors issued an unqualified audit opinion on the Programme Financial Statements. 2020 audit is not yet due as at the date of the mission.

Main issues

It was observed that there were no management responses were given to the observations made by the auditor. Best practice requires management response to all issues raised by auditors. The project must ensure that all queries raised in future audits are responded to and documented. Key issue among the issues raised by the auditor is the high usage of cash transactions which carries its associated risks. In order to reduce the risks of cash transactions, the mission recommends that the project increase the utilization of bank transfers. Instructions to the project bankers on bank transfers must include a unique number which the bank would have to input into their system to facilitate bank reconciliations. The unique number ought to be inputted into the project's General Ledger.

Counterparts Funds

Rating: 4

Previous rating: 2

Justification of rating

Cumulatively, the Government has provided an equivalent of USD 2.8 million (representing 34.5% of expected USD 8.2 million contributions for the project). The bulk of the amount (USD 2.5 million) was received in 2020. Other in-kind GoA support to the project must be appropriately computed and documented. This can be computed using the IFAD training material on Domestic In-Kind Co-financing. The basis of the computations shall guide the project in calculating all future in-kind contribution for the project.

Agreed Action	Responsibility	Agreed Date
In-kind contribution Compile, value and report in-kind contribution from both GoA and beneficiaries. Support documents should be in place to facilitate verification during audit. This action has been repeated for the third time.	FMS	02/2020
In-kind contribution Compile, value and report in-kind contribution from both GoA and beneficiaries. Support documents should be in place to facilitate verification during audit	Financial Management Specialist/M&E Specialist	10/2020
Management of contributions in kind To contact IFAD to get information and material on the management of in-kind contributions	FMS	04/2021
Charge project contribution to project staff's social security to Government of Angola	PCU	
IDA, through MINAGRIF, to liaise with the MINFIN to guarantee the disbursement of the counterpart funds to SAMAP	FMS	

Compliance with Loan Covenants

Rating: 4

Previous rating: 4

Justification of rating

The Mission noted that the project has complied with the key covenants of the Financing Agreement with the exception of a few provisions that include: a) internal audit arrangements (Schedule 3, Paragraph 3); and b) submission of the project's 2021 AWPB to IFAD sixty (60) days before the commencement of the 2021 project year (Section 7.01.1(ii)), that is by 31st October 2020

Main issues

The Mission also noted that the project paid an equivalent of USD 121,452.51 as tax on imported project vehicles. As per Schedule 3, Paragraph 2 of the Financing Agreement, the project is tax-exempt, and therefore "any taxes which the Project is nonetheless obliged to pay shall promptly be reimbursed by the Borrower". The Mission recommends that the Government refund the amount of USD121, 452.51 to the Project.

Agreed Action	Responsibility	Agreed Date
IFAD Funds Used to Pay Taxes Refund Tax amount of USD121,452.51 paid by Project with IFAD financing	SAMAP Coordinator	12/2020

Procurement

Procurement

Rating: 4

Previous rating: 4

Justification of rating

The Mission proposes a rate as moderately satisfactory (4). There have been improvements noted in the procurement practices of the project. The project is now using IFAD's procurement tool and Contract Monitoring Tool. The project has shown commitment and initiative in improving their practices although some weaknesses still remain. The project will need to address these weaknesses urgently.

Procurement Review

Procurement Plan and Process – The Mission reviewed the SAMAP's Procurement Plan (PP) which version includes

different dates under each commodity. Entries were included for all ongoing processes. The PP is consistent with the AWPB regarding the respective quantities and nature. However, the cost under many of them items is not in line with the AWPB. The reverse analysis of AWPB against the PP denotes discrepancies across all the commodity types. Activities in the revised AWPB are not fully reported in the PP due to the fact that the AWPB still incorporates payments still to be made for activities carried over from previous years that will not require new acquisition. This was explained by the project that the AWPB only reported the portion of the budget spent that year. The selection method across all commodities is compliant with the Letter to the Borrower (LtB). The packaging was used mainly for goods. The project enquired about the best route for launching multiple small civil works. The Mission advised to use a packaging or lotting modality based on a geographical grouping per province or proximity of sites.

Processes and Procedures from Prequalification to Bidding– The Mission reviewed 15%, on a sample basis, of the procurement activities undertaken during 2020. After correction, two interlinked activities were removed since it was not feasible to implement them in 2020. The assessment found the activities acceptable. In addition, the documentation was found to be of acceptable quality. Prequalification criteria was not used. Schedules of requirements (that is, technical specifications, quantities or terms of reference, etc.) are clearly expressed and measurable. The evaluation methodology is fully disclosed in the bidding documents but was missing some details. Deadlines and instructions are clear.

Process and Procedures for Evaluation and Contract Award– The Mission reviewed 15% of the contracts concluded during 2020 on a sample basis. The following observations were made: a) irregular payment terms with the provision of upfront payment and then an advance payment in the last month of the contract; this observation was made on a contract for individual consultant; b) performance security submitted by contractor does not conform with the format in the tender; c) contract signed prior to IFAD's granting of its No Objection. According to the project, contracts bear the date when they were drafted and not the actual signing dates. The project clarified that when draft contracts are submitted for IFAD's No Objection, they are initialed by the parties as a way of recognizing and agreeing to all contractual clauses contained therein. Once the No Objection is given, the contracts get signed and, accordingly, dated. The Mission reminded the project of the necessity to report the actual dates; and d) no particular conditions included in the contract and different contract templates used. The latter related specifically to the Single Sourcing contracts signed between IDA and the contractor.

Contract Management and Administration – The template used by the project is compliant with IFAD's Contract Register template and includes information relevant to all awarded contracts for the whole life of the project up to the time of the procurement review. The review of the sample revealed a number of non-compliances.

The Project's Record Retention – Given the remote nature of the mission, it was not possible to assess the quality of the projects record retention. The project submitted its self-assessment checklist as requested for remote Missions. The Mission is satisfied with the promptness at which the requested sample files were provided.

Agreed Action	Responsibility	Agreed Date
Procurement Plan Update the PP aligning with the IFAD template and LtB, revising the sequence of activities along with informed planned dates. Submit the updated PP on NOTUS	Procurement Specialist	06/2019
Contract Register Prepare contract register and contract payment monitoring in IFAD template and keep it up-to-date	Procurement Specialist	06/2019
Consultancy on Characterisation of Value Chain Actors Check with MINAGRIF and other projects supported by International Financing Institutions to see if similar/related studies had been undertaken and if any lists of consulting firms exists	Procurement Specialist	06/2019
Prepare the PP for 2020 and submit it via NOTUS for IFADs No Objection Prepare the PP for 2020 and submit it via NOTUS for IFADs No Objection	Procurement specialist	01/2020

Hire an intern to support the project procurement activities Hire an intern to support the project procurement activities	PIU	02/2020
Establish and maintain contract monitoring form using IFAD template Establish and maintain contract monitoring form using IFAD template	Procurement specialist	02/2020
Procurement Planning Process <ul style="list-style-type: none"> • Mandatory use of the new PP format starting with the 2021 Project Year; • Carry over the procurement of the office furnishing (goods) to year 2021; • Ensure a better distribution of the scheduled activities throughout the year; • Consider activities with interlinked nature during the planning exercise; • The PP dates should be elaborated in respect of the procurement cycles sequence. 	Procurement Specialist	12/2020
Processes and Procedures from Prequalification to Bidding <ul style="list-style-type: none"> • The standard clauses must not be altered; • Include particular conditions to the tender document 	Procurement specialist	12/2020
Process and Procedures for Evaluation and Contract Award <ul style="list-style-type: none"> • Ensure criteria include sub-criteria; • Explicit all the scores (in the case of services) for each criterion; • Observe the standstill period of a minimum of 5 days 	Procurement Specialist	12/2020
Contract management and administration <ul style="list-style-type: none"> • All and any upfront payments must be accompanied by an advance payment guarantee; • No final payments shall be disbursed prior to the contractor's total completion and acceptance of outputs by the project; • Uniform use of contract templates 	Procurement Specialist	12/2020
Training on IFAD Procurement Guidelines and Handbook Prepare and provide training to the IFAD-supported projects in Angola in IFAD Procurement Guidelines and Handbook	ESA Procurement Desk	

e. Key SIS Indicators

Likelihood of Achieving the Development Objective	Rating: 3.93	Previous rating: 4.0
Assessment of the Overall Implementation Performance	Rating: 3.83	Previous rating: 4.0

F. Agreed Actions

<i>Agreed Action</i>	<i>Responsibility</i>	<i>Agreed Date</i>
Overview and Project Progress		

FFS Master Trainers Training Include ARP field officers during the SAMP Master trainers training	PIU/FAO	03/2020
Construction of irrigation schemes Carry out a rapid analysis of identified irrigation schemes, design and construct/rehabilitate those which need least resources and commence horticulture production.	PIU/IDA	04/2020
Additional value chain identification During characterisation of value chain actors, identify additional value chains which may be municipality specific	PIU/Consultant	06/2020
Harmonize and use the same input supply approach with SADC- WB Harmonize and use the same input supply approach with SADC- WB according to IDA guidelines	SADCP- IFAD and WB	06/2020
Sensitisation of Value Chain Actors Conduct sensitization campaigns targeting actors of the value chains (FOs, input suppliers, traders/buyers, transporters, processors and agro-industries, etc.), local NGOs and PFIs.	SAMAP Coordinator	12/2020
Recruitment of the Main Service Provider Contract Main Service provider and Oversight agent	SAMAP Coordinator	01/2021
Modalities for Component 2 Implementation Conduct a project implementation modalities workshop to assist the PIU to conceptualise and internalise the design reasoning behind Component 2 and the complementarities among the project components.	IFAD	01/2021
Recruitment of Subject Matter Specialists Recruit Key Specialists within the PIU	SAMAP Coordinator	03/2021
Development Effectiveness		
Development of a Gender Targeting and Youth Strategy Develop Terms of Reference for recruiting a TA for the development of a Gender Targeting and Youth Strategy and action plan and initiate recruitment process for the same.	M&E Specialist	08/2019
Mainstream Climate Change in FFS Curriculum Ensure the FFS curriculum integrates climate change adaptation practices and technologies	M&E Specialist	09/2019

Conduct a Gender Awareness training of recruited staff and IDA personnel Conduct a Gender Awareness training of recruited staff and IDA personnel	Gender Consultant	04/2020
Put the logical framework and the project theory of change at the heart of planning when preparing and monitoring the AWPB	SAMAP coordinator	12/2020
Compliance with SECAP Conclude the identification process of infrastructures and ensure compliance with SECAP	SAMAP Coordinator	01/2021
Contract Main Service provider and Oversight agent	SAMAP Coordinator	01/2021
Research on climate and environment issues Establish linkages of research work by IIA and INCA with FFS on climate and environment issues	SAMAP Coordinator/ IIA/INCA	03/2021
Capacity building in Climate Change Resilience Measures Commence FFS necessary for transferring skills and knowledge to enhance resilience to climate change	SAMAP Coordinator	03/2021
Recruit Key Specialists within the PIU	SAMAP Coordinator	03/2021
Gender Sensitisation for Project Stakeholders Recruit a Social Inclusion Consultant to Gender awareness/sensitisation training for all project staff and other project stakeholders;	SAMAP Coordinator	04/2021
Data Collection in M&E Provide gender, sex and age disaggregated data	M&E Specialist	
Sustainability and Scaling up		
Master Trainers for Farmer Field Schools Identify and locate the Master Trainers that were trained by MOSAP 1 and other projects with the objective exploring the possibility of working with SAMAP.	SAMAP Coordinator	09/2019
Establishment of SCU at IDA MINAGRIF and IDA to reflect and decide with the type suitable arrangement for operationalization and coordination of SCU with support of different partners	IDA	06/2020
Natural Resources Management Plans FFSs to produce specific NRMPs	PIU	06/2020

Engage consultants to develop a Rapid Environmental and Social Management Plans Engage consultants to develop a Rapid Environmental and Social Management Plans for the project area	PIU	06/2020
Provide training to PIU and other relevant stakeholders Provide training to PIU and other relevant stakeholders on SECAP, ESMP and NRMPs	PIU	12/2020
Rapid Environmental and Social Management Plans Conclude the procurement of consultants to develop Rapid Environmental and Social Management Plans for the project area	SAMAP Coordinator	02/2021
WB and IFAD Collaboration Try to combine and harmonize as much as possible their supervision mission calendar in Angola	IFAD and WB	
Project Management		
No objection for M&E web-based software platform The set up of the web-based software platform, to facilitate the process and improve the quality of information. The project should submit the No objection to IFAD no later than end of November 2018.	SAMAP Coordinator	11/2018
SAMAP Deputy Project Coordinator Develop Terms of Reference for the position of Deputy Coordinator and initiate recruitment process for the same.	SAMAP Coordinator	07/2019
AWPB Summary and Detailed Tables Revise the 2019 AWPB by preparing the summary and detailed tables to serve as a tool for planning, monitoring progress and reporting	M&E Specialist	07/2019
Compliance with SECAP Requirements Prepare a list of all infrastructure to be constructed/rehabilitated, in 2020, and plan on undertaking of the relevant studies in compliance with SECAP and the National Environmental and Social Safeguards.	SAMAP Coordinator	09/2019
Value for money Address implementation delays including flow of counterpart financing	IDA/MINFIN	12/2019
Provide continuous capacity building and relevant refresher trainings for the M&E team Provide continuous capacity building and relevant refresher trainings for the M&E team	PIU	01/2021

Logical Framework Update Update the Logical Framework and SAMAP's operational framework to include the baseline information	M&E Specialist	01/2021
Bridging the World Bank Environmental and Social Standards (ESS) with IFAD's SECAP Rapid exercise of bridging the World Bank Environmental and Social Standards (ESS) with IFAD's SECAP to ensure consistency in the articulation of both sets of regulations.	SAMAP and MOSAP II SEC Units within both PIUs	02/2021
KM Strategy and Action Plan Recruit short-term Technical Assistance to develop a Knowledge Management strategy and the associated Action Plan	M&E Specialist	03/2021
Compliance of infrastructure development with SECAP Conclude the identification process of infrastructures and ensure compliance with SECAP	SAMAP Coordinator	03/2021
Capacity building on SECAP Ensure that PIU, IDA and extension workers are trained on SECAP ESMP and NRMPs	SAMAP Coordinator	04/2021
Strengthening SAMAP organizational structure to meet SECAP requirements SAMAP should have its own internal SEC management personnel within its organizational structure. In addition to the central level, these could be deployed either at each province or by regions, e.g. central and southern regions. At this initial stage, preference should be to the regions. Lessons learned can then be used to decide otherwise.	SAMAP Coordinator	06/2021
Development of social and environmental strategy/plans Contract consultancy to develop social and environmental strategy/plans	SAMAP Coordinator	06/2021
Financial Management & Execution		
Request opening of off-shore bank account for SAMAP By contacting Ministry of Finance as per meetings held during IFAD's Finance Officer visit to Angola (Update - SM Nov 2019): The issue was reiterated during the Implementation Support Mission of Jun 2019 - no update on this action is provided in the Supervision Mission of Nov 2019.	Project Coordinator	10/2018
Procurement Plan Update the PP aligning with the IFAD template and LtB, revising the sequence of activities along with informed planned dates. Submit the updated PP on NOTUS	Procurement Specialist	06/2019

Contract Register Prepare contract register and contract payment monitoring in IFAD template and keep it up-to-date	Procurement Specialist	06/2019
Consultancy on Characterisation of Value Chain Actors Check with MINAGRIF and other projects supported by International Financing Institutions to see if similar/related studies had been undertaken and if any lists of consulting firms exists	Procurement Specialist	06/2019
Submit PIM for IFAD No Objection This action is pending since October 2018. (Update - SM Nov 2019): the action is still pending.	Project Coordinator	08/2019
Request enhancements to PRIMAVERA on budget monitoring and automatic creation of financial reports	FMS	09/2019
Withdrawal applications Submit withdrawal applications when amount of expenditure reaches 30% of the authorised allocation or 90 days from the date of the last withdrawal application	FMS	12/2019
Use of petty cash Consolidate items of common use and source them under bulk purchase to minimise use of petty cash.	FMS	12/2019
Prepare the PP for 2020 and submit it via NOTUS for IFADs No Objection Prepare the PP for 2020 and submit it via NOTUS for IFADs No Objection	Procurement specialist	01/2020
Hire an intern to support the project procurement activities Hire an intern to support the project procurement activities	PIU	02/2020
Establish and maintain contract monitoring form using IFAD template Establish and maintain contract monitoring form using IFAD template	Procurement specialist	02/2020
In-kind contribution Compile, value and report in-kind contribution from both GoA and beneficiaries. Support documents should be in place to facilitate verification during audit. This action has been repeated for the third time.	FMS	02/2020
Accounting system Fast track posting of accounting data in PRIMAVERA to facilitate on time generation of reports including SOEs	FMS	02/2020

Internal audit Fast track engagement of an internal audit firm. This action has already been recommended twice (Oct 2018 and June 2019).		03/2020
Withdrawal applications Submit withdrawal application for USD 1,019,911.80 and subsequently when amount of expenditure reaches 30% of the authorised allocation or 90 days from the date of the last withdrawal application	Financial Management Specialist	08/2020
PIM Submit the revised PIM to IFAD for review and No Objection	Project Coordinator/Financial Management Specialist	08/2020
Accounting system Fast track reconciliation of accounting data in PRIMAVERA to facilitate on time generation of reports including SOEs	Financial Management Specialist	09/2020
In-kind contribution Compile, value and report in-kind contribution from both GoA and beneficiaries. Support documents should be in place to facilitate verification during audit	Financial Management Specialist/M&E Specialist	10/2020
Internal audit Engage a service provider and share an internal audit report with IFAD indicating an action plan for implementing internal audit recommendations	Financial Management Specialist	10/2020
IFAD Funds Used to Pay Taxes Refund Tax amount of USD121,452.51 paid by Project with IFAD financing	SAMAP Coordinator	12/2020
Procurement Planning Process <ul style="list-style-type: none"> • Mandatory use of the new PP format starting with the 2021 Project Year; • Carry over the procurement of the office furnishing (goods) to year 2021; • Ensure a better distribution of the scheduled activities throughout the year; • Consider activities with interlinked nature during the planning exercise; • The PP dates should be elaborated in respect of the procurement cycles sequence. 	Procurement Specialist	12/2020
Processes and Procedures from Prequalification to Bidding <ul style="list-style-type: none"> • The standard clauses must not be altered; • Include particular conditions to the tender document 	Procurement specialist	12/2020

Process and Procedures for Evaluation and Contract Award <ul style="list-style-type: none"> • Ensure criteria include sub-criteria; • Explicit all the scores (in the case of services) for each criterion; • Observe the standstill period of a minimum of 5 days 	Procurement Specialist	12/2020
Contract management and administration <ul style="list-style-type: none"> • All and any upfront payments must be accompanied by an advance payment guarantee; • No final payments shall be disbursed prior to the contractor's total completion and acceptance of outputs by the project; • Uniform use of contract templates 	Procurement Specialist	12/2020
2021 budget submission Submit 2021 AWPB for IFAD's review	Project Coordinator and FMS	12/2020
Asset management Group assets under classifications, conduct an asset verification exercise at least annually and insure main assets	FMS	12/2020
Management of Direct Payments Ensure that no direct payment request is below the USD 20,000 threshold.	FMS	12/2020
WA management Submit Withdrawal Applications when amount of expenditure reaches 30% of the authorized allocation or 90 days from date of last withdrawal application, whichever comes first	FMS	12/2020
Update contracts with staff Insert IFAD policies on Anti-Corruption and SH/SEA Policy in staff contracts	Project Coordinator and HR Officer	03/2021
Management of contributions in kind To contact IFAD to get information and material on the management of in-kind contributions	FMS	04/2021
Procurement of ERP Procure ERP software to improve management of M&E and procurement	Project Coordinator and FMS	06/2021
Internal audit Engage an internal audit firm for regular reviews	Project Coordinator and FMS	06/2021
Charge project contribution to project staff's social security to Government of Angola	PCU	

Submit quarterly financial reports to both IFAD and MINFIN (Update - SM Nov 2019): interim financial reporting has been improved.	Project Coordinator	
IDA, through MINAGRIF, to liaise with the MINFIN to guarantee the disbursement of the counterpart funds to SAMAP	FMS	
Training on IFAD Procurement Guidelines and Handbook Prepare and provide training to the IFAD-supported projects in Angola in IFAD Procurement Guidelines and Handbook	ESA Procurement Desk	

Angola

Smallholder Agriculture Development and Commercialization Project in Cuanza Sul & Huila Provinces

Supervision Report

Logical Framework

Mission Dates: 16th – 27th November 2020
Document Date: 08/02/2021
Project No. 2000001142
Report No. 5639-AO

East and Southern Africa Division
Programme Management Department

Smallholder Agriculture Development and Commercialization Project in Cuanza Sul & Huila Provinces

Logical Framework

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
Outreach	1.b Estimated corresponding total number of households members										
	Household members			300 000	40 000	58 525	19.508				
	1.a Corresponding number of households reached										
	Women-headed households					0					
	Non-women-headed households					0					
	Households		20 000	60 000	8 000	11 705	19.5				
	1 Persons receiving services promoted or supported by the project										
	Females	0	10 000	30 000		0	0				
	Males	0	10 000	30 000		0	0				
	Young	0	6 000	18 000		0	0				
	Total number of persons receiving services	0	20 000	60 000	8 000	11 705	19.5				
Project Goal To diversify the economy, generate revenue and improve livelihoods and food security of poorer households	1. Increased asset index for 60,000 households (from baseline data as starting point)							Baseline, mid-term and end of project surveys	Yr1, Yr4, Yr7	Service Provider	
	increase asset index compared to baseline data		10	25							

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
	2. Decrease in chronic malnutrition among children under 5 years (from baseline data as starting point)							Baseline survey, nutritional assessments	Yr1, Yr4, Yr7	Service Provider	
	reduction in Huila (33.7%)	33.7	2.5	5							
	Reduction in Cuanza sul (34.3%)	34.3	2.5	5							
Development Objective To increase smallholder agriculture productivity, production and marketing for selected crops in the Project areas.	3. Number of beneficiaries reached							Reports of implementing entities and IDA records	6-monthly	PIU, PPIU, IDA, service providers	Substantial policy, governance and macroeconomic risks (R) Weak institutional capacity of project implementation (R)
	Beneficiaries	0	20 000	60 000							
	Women	0	50	50							
	Youth	0	30	30							
	FFS beneficiaries receiving nutrition education	0	30	60							
	4. Average crop yields							Surveys of the FFS/FBS participants and subproject beneficiaries	Yr1, Yr4, Yr7	PIU IDA, service provider	
	Maize (MT/ha) average	0.5	1	2.1							
	Beans (MT/ha) average	0.3	0.55	0.9							
	Onion (MT/ha) average	8	12	14							
	Irish potato (MT/ha) average	9	10	12							
	Cassava (MT/ha) average	7	9	13							

Results Hierarchy	Indicators							Means of Verification		Assumptions	
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
	5. Proportion of targeted smallholder production marketed (%)							Surveys of the FFS/FBS participants and subproject beneficiaries	Yr1, Yr4, Yr7	PIU IDA, service provider	
	marketed production	15	20	25							
Outcome Outcome 1: Smallholder farmers' technical, organisational and managerial competence improved :	2.2.4. Percentage of supported rural producers organization members reporting new or improved services provided by their organizations										Delays in setting up PIU and PPIUs and signing of contracts with service providers
	percentage of women members of Pos										
	percentage of youth members of Pos										
	percentage of men members of Pos										
	1.2.9 Households with improved nutrition Knowledge Attitudes and Practices (KAP)										
	Indigenous households										
	Households (number)										
Output Output 1.1 Smallholder farmers' technical, organisational and managerial competence improved	Number of persons trained in production practices and/or technologies							IDA records	6-monthly	IDA, service provider	Delays in setting up PIU and PPIUs and signing of contracts with service providers
	people attended training	0	20 000	60 000							
	Males	0	10 000	30 000							
	Young	0	6 000	18 000							
	Females	0	10 000	30 000							

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
Output Output 1.2 Supported smallholder farmers' organisations and cooperatives (FOs) functioning	7. Percentage of FOs operational							Reporting service provider	6-monthly	PIU, IDA	Delays in setting up PIU and PPIUs and signing of contracts with service providers
	Farmer Organizations operational	0	30	60	80	80	133.333				
	2.1.3 Rural producers' organizations supported										
	Rural POs supported					0					
	Total size of POs					0					
	Males					0					
	Females					0					
	Young					0					
	Not Young					0					
	Women in leadership position					0					
Outcome Outcome 2: More conducive policy and enabling environment for smallholder agriculture	8. Appropriate smallholder agricultural policies included in national & sectoral development plans							National Development Plans/sector Strategy Reports/ Surveys of theFFS/FBS participants	Yr1, Yr4, Yr7	PIU, IDA, service provider	Slow start-up of activities (R) Weak capacity of public service@ (R)
	Policies included in Development Plans	0	1	3							
	Policy 3 Existing/new laws, regulations, policies or strategies proposed to policy makers for approval, ratification or amendment										
	Number		1	3							
Output Output 2.1 MINAGRI staff that benefitted from training	9. Number of MINAGRI/IDA/ICA staff having completed training course							Reporting service provider	6-monthly	PIU, IDA	Slow start-up of activities (R) Weak capacity of public service@ (R)
	trained staff	0	100	150	83	83	55.333				

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
Output Output 2.2 Registration of farmers' associations and cooperatives (including Water User Associations) streamlined and supported	10. Number of registered entities (with membership data disaggregated by gender)							Registrar	Annual	MINAGRI	Slow start-up of activities (R) Weak capacity of public service@ (R)
	registered entities (by gender)	0	50	165							
	2.1.4 Supported rural producers that are members of a rural producers' organization										
	Total number of persons					0					
	Males					0					
	Females					0					
	Young					0					
	Not Young					0					
	Women in leadership position					0					
Outcome Outcome 3: Government capacity to support climate resilient smallholder agricultural production and commercialization enhanced	11. Percentage of beneficiaries of FFS that adopted at least 2 new technologies							Ex-post evaluation	Yr7	PIU	Weak capacity of public services (R)
	Farmer Field Schools adopted new technologies	0	80	80							
	1.2.2 Households reporting adoption of new/improved inputs, technologies or practices										
	Households	0									
	Total number of household members	0									
	Males	0									
	Females	0									
	Young	0									
	Not Young	0									

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
	Women-headed households	0									
	Non-women-headed households	0									
	Households	0	80	80							
Output Output 3.1 Institutional capacity of national and provincial-level agricultural research system strengthened	12. Number of recommended technology packages for project crops and target groups developed							IIA & IDA	Annual		Sufficient capacity of IIA& IDA to prepare technology kits (A)
	technologies developed	0	3	5							
	1.1.3 Rural producers accessing production inputs and/or technological packages										
	Females	0				0					
	Males	0				0					
	Young	0				0					
	Not Young	0				0					
	Total rural producers	0			8 000	11 705					
	1.1.4 Persons trained in production practices and/or technologies										
	Total number of persons trained by the project					0					
	Total number of attendances to training sessions					0					
	Men trained in crop					0					
	Women trained in crop					0					

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
	Young people trained in crop					0					
	Not young people trained in crop					0					
	Men trained in livestock					0					
	Women trained in livestock					0					
	Young people trained in livestock					0					
	Not young people trained in livestock					0					
	Total persons trained in crop					0					
	Total persons trained in livestock					0					
	Males trained at least once by the project					0					
	Females trained at least once by the project					0					
	Total persons trained in crop - Lead Farmers					0					
	Total persons trained in crop - FSS Members					0					

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
Output Output 3.2 Number of climate resilience technologies demonstrated in project area	13. Number of adapted climate resilience technologies applied							Reporting IDA	6-monthly	IDA	
	climate technologies applied	0	8	20							
	3.1.2 Persons provided with climate information services										
	Females					0					
	Males					0					
	Young					0					
	Not Young					0					
	Persons provided with climate information services			50 000		0	0				
Outcome Outcome 4: Investments in agricultural production and postharvest management increased	1.2.5 Households reporting using rural financial services										Slow start-up of activities (R)
	Households										
	Total number of household members										
	Males										
	Females										
	Young										
	Not Young										
	Indigenous people										
	Non-Indigenous people										
	Women-headed households										

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
	Non-women-headed households										
	Households										
	2.2.3 Rural producers' organizations engaged in formal partnerships/agreements or contracts with public or private entities										
	Percentage of POs										
	2.2.5 Rural producers' organizations reporting an increase in sales										
	Percentage of rural POs										
Output Output 4.1 Sub-projects (SP)/Business plans (BP)' technical, economic, financial, social, environmental and climate resilience feasibility proven	14.1 Number of SPs/BPs approved for financing and implemented, of which:							IDA Reporting	Annual	PPIUs	Slow start-up of activities (R)
	SP approved	0	50	150							
	14.2 SP for production enhancement							IDA Reporting	Annual	PPIUs	
	SP for production	0	40	120							
	14.3 SP for value addition and commercialization							IDA Reporting	Annual	PPIUs	
	SP for commercialization	0	3	30							
	1.2.5 Households reporting using rural financial services										
	Households	0									
	Total number of household members	0									
	Males	0									
	Females	0									
	Young	0									
	Not Young	0									

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
	Women-headed households	0									
	Non-women-headed households	0									
	Households	0									
Output Output. 4.2 Financial products for farmers organisations and rural businesses introduced	15a. Number of farmers accessing project financial services							PFI & IDA reporting	Annual	PIU	
	Farmers	0	1 000	5 000							
	15b. Amount of PFI credit mobilized (USD million)							PFI reporting	Annual	PIU	
	USD million	0	300 000	1 200 000							
	1.1.5 Persons in rural areas accessing financial services										
	Total number of accesses to financial services					0					
	Women in rural areas accessing financial services - savings	0				0					
	Young people in rural areas accessing financial services - savings	0				0					
	Not young people in rural areas accessing financial services - savings	0				0					
	Men in rural areas accessing financial services - savings	0				0					

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
	Men in rural areas accessing financial services - credit	0				0					
	Women in rural areas accessing financial services - credit	0				0					
	Young people in rural areas accessing financial services - credit	0				0					
	Not young people in rural areas accessing financial services - credit	0				0					
	Total persons accessing financial services - savings	0				0					
	Total persons accessing financial services - credit	0				0					
	Enterprises	0				0					
	Active Borrowers (Enterprises)	0				0					

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Smallholder Agriculture Development and Commercialization Project in Cuanza Sul & Huila Provinces

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Appendix 1: Financial: actual financial performance; by financier by component and disbursements by category

Mission Dates: 16th – 27th November 2020
Document Date: 08/02/2021
Project No. 2000001142
Report No. 5639-AO

East and Southern Africa Division
Programme Management Department

Table 1: Financial performance by financier as at 31 December 2019

Financier	Appraisal (USD)	Disbursements (USD)	Percentage Disbursed
IFAD loan	28,800,000.00	7,733,578.21	26.85%
Government	8,200,000.00	2,832,557.02	34.54%
Beneficiaries	1,100,000.00	-	0.00%
Total	38,100,000.00	10,566,135.23	27.73%

Table 2: Financial Performance by financier by component as at 20 November

	IFAD loan			Government			Beneficiaries			Total		
Component	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%
Capacity Building and Institutional Development	7,700,000	742,410.27	9.64%	7,800,000	40,024.84	0.51%	1,100,000	-	-	16,600,000	782,435.11	4.71%
Support for Increased Production and Commercialization	13,550,000	866,086.74	6.39%							13,550,000	866,086.74	6.39%
Programme Management	7,550,000	4,125,081.20	54.64%	400,000	855,840.00	213.96%				7,950,000	4,980,921.20	62.65%
Sub-Total	28,800,000	5,733,578.21	19.91%	8,200,000	895,864.84	10.93%	1,100,000	-	-	38,100,000	6,629,443.05	17.40%
Initial Deposit	-	2,000,000.00	0.00%	-	-	0.00%				-	2,000,000.00	0.00%
Total	28,800,000	7,733,578.21	26.85%	8,200,000	895,864.84	10.93%	1,100,000	-	-	38,100,000	8,629,443.05	22.65%

Table 3: Loan disbursements (USD, as at 20 November 2020)

Category	Category description	Original Allocation	Revised Allocation	Disbursement	WAs Pending (38,40-44)	Balance	Percent Disb.
200010	Credit and Guarantee funds	1,200,000	1,200,000			1,200,000.00	0.00%
200012	Grants and Subsidies	3,900,000	3,900,000	505,807.72	-	3,394,192.28	12.97%
200013	Goods, Services and inputs	17,400,000	17,400,000	3,120,262.07	4,416,462.72	9,863,275.21	43.31%
200016	Operating costs	1,100,000	1,100,000	628,328.78	-	471,671.22	57.12%
200018	Salaries and Allowances	5,200,000	5,200,000	1,479,179.64	58,065.00	3,662,755.36	29.56%
270001	Authorised allocation			1,938,294.18	-	1,938,294.18	0.00%
270002	Authorised allocation 2			61,705.82	-	61,705.82	0.00%
Total		28,800,000	28,800,000	7,733,578.21	4,474,527.72	16,591,894.07	42.39%

Figure 1: IFAD loan/grant disbursement, comparisons between original and revised allocations and actual disbursement

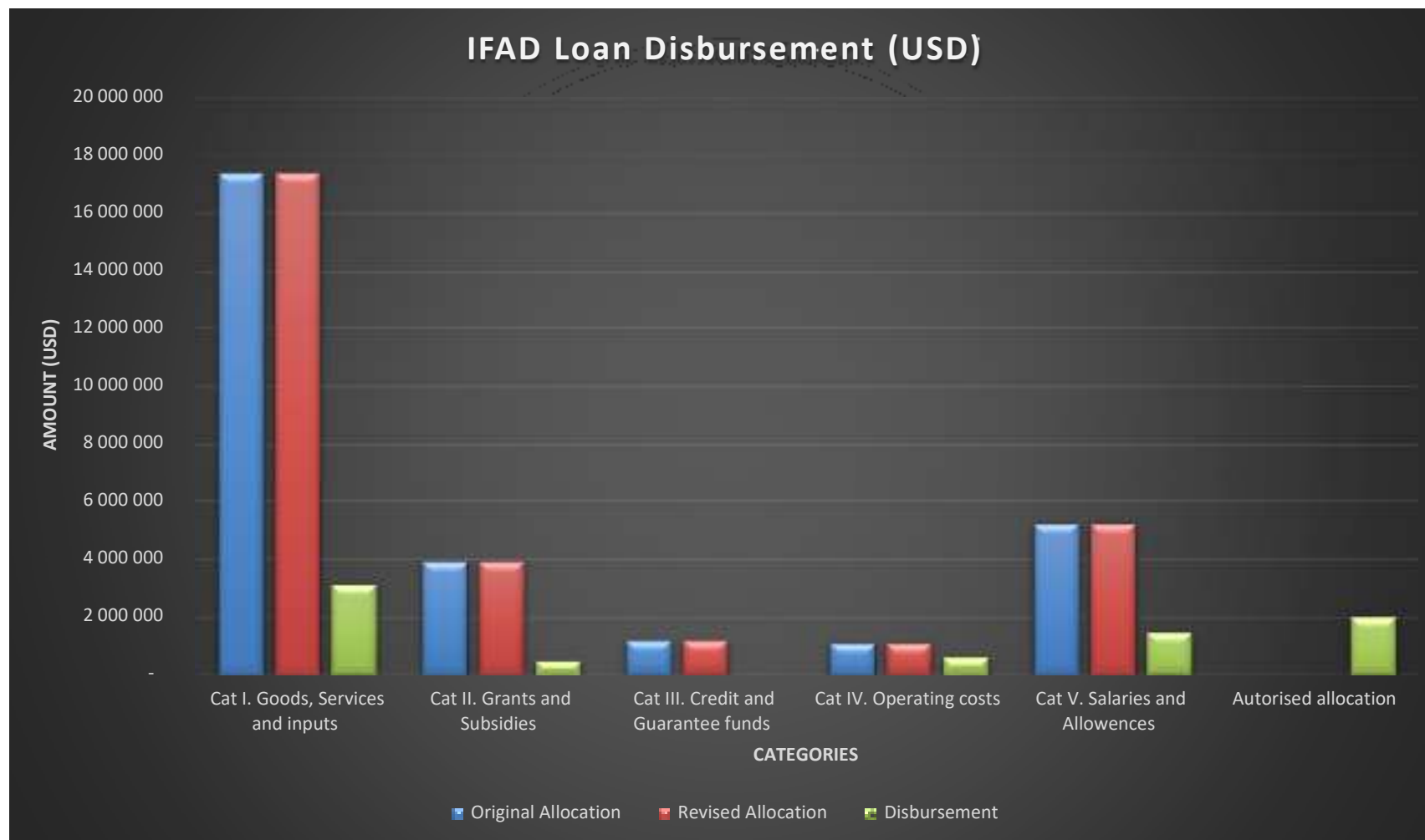


Table 4: Compliance with legal covenants: Status of implementation

Section	Covenant	Target / Action Due Date	Compliance Status/Date	Remarks
Schedule 1, Par 10	The project will employ similar financial management system to those used under MOSAP and SADCP-WB including the use of PRIMAVERA accounting software	Immediate	Compliant	
Schedule 1, Par 11	Audit. The project financial statements will be audited in accordance with ISA. Audit report will be submitted to IFAD within six months after the financial year end	Annually	Complaint	
Schedule 1,Par 10	The Lead Agency and the Fund shall jointly carry out a review of project implementation no later than the third year of the project	Mid Term	N/A	Not yet due
Schedule 1,par 10	<i>Tax exemption</i> The Borrower shall to the fullest extent possible, exempt the proceeds of the Financing from all taxes. Any taxes which the Project is nonetheless obliged to pay shall be promptly reimbursed by the Borrower.	Immediate	Partially Compliant	IDA to ensure that counterpart funds are available at the beginning of each year from the GoA budget for the payment of taxes and duties.
Schedule 1, Par 10	<i>Internal Audit.</i> An internal audit service provider, acceptable to the Fund, shall be recruited by the Project, in accordance with appropriate terms of reference, to assist in the production of (minimally) semi –annual reports that will be shared with the Fund.	Immediate	Non-Compliant	SAMAP hired services of an internal auditor in liaison with AFAP.
Schedule 1, Par 10	<i>Key Project Staff.</i> The Borrower shall ensure that the key staff are recruited and in the event of turnover they are replaced on a timely basis. Should the recruitment process be prolonged, where appropriate, the Borrower shall make recourse to a suitably qualified external service provider acceptable to IFAD	Immediate	Compliant	All key positions are filled
Section 7.01, Par (b) (ii)	AWPB submitted to the Fund for comments no later than sixty (60) days before the beginning of the relevant Project Year	Annually	Non-Compliant	2021 AWPB not submitted at the time of mission (November 2020)
Section 7.08(a)	Insurance of all goods and buildings used by the project	Annually	Non-Compliant	
Section 7.11	Insurance of key project staff against health and accident risks.	Annually	Non-Compliant	
Section 8.03(b)	Mid-Term Review (MTR) carried out jointly by Borrower, IFAD	2021	Not due	
Section 9.02	Financial Statements submitted to IFAD.	Annually	Compliant	
Section 9.03	Audit report submitted to IFAD.	Annually	Compliant	FY2017 to FY2019 Submitted. FY2020 not due

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Appendix 2: Physical progress measured against AWP&B

Mission Dates: 16th – 27th November 2020
Document Date: 08/02/2021
Project No. 2000001142
Report No. 5639-AO

East and Southern Africa Division
Programme Management Department

Appendix 2: Financial: Actual financial performance by financier; by component and disbursements by category

Table 2A: Financial performance by financier

Financier	Appraisal (USD)	Disbursements (USD)	Percentage Disbursed
IFAD loan	28,800,000.00	7,733,578.21	26.85%
Government	8,200,000.00	2,832,557.02	34.54%
Beneficiaries	1,100,000.00	-	0.00%
Total	38,100,000.00	10,566,135.23	27.73%

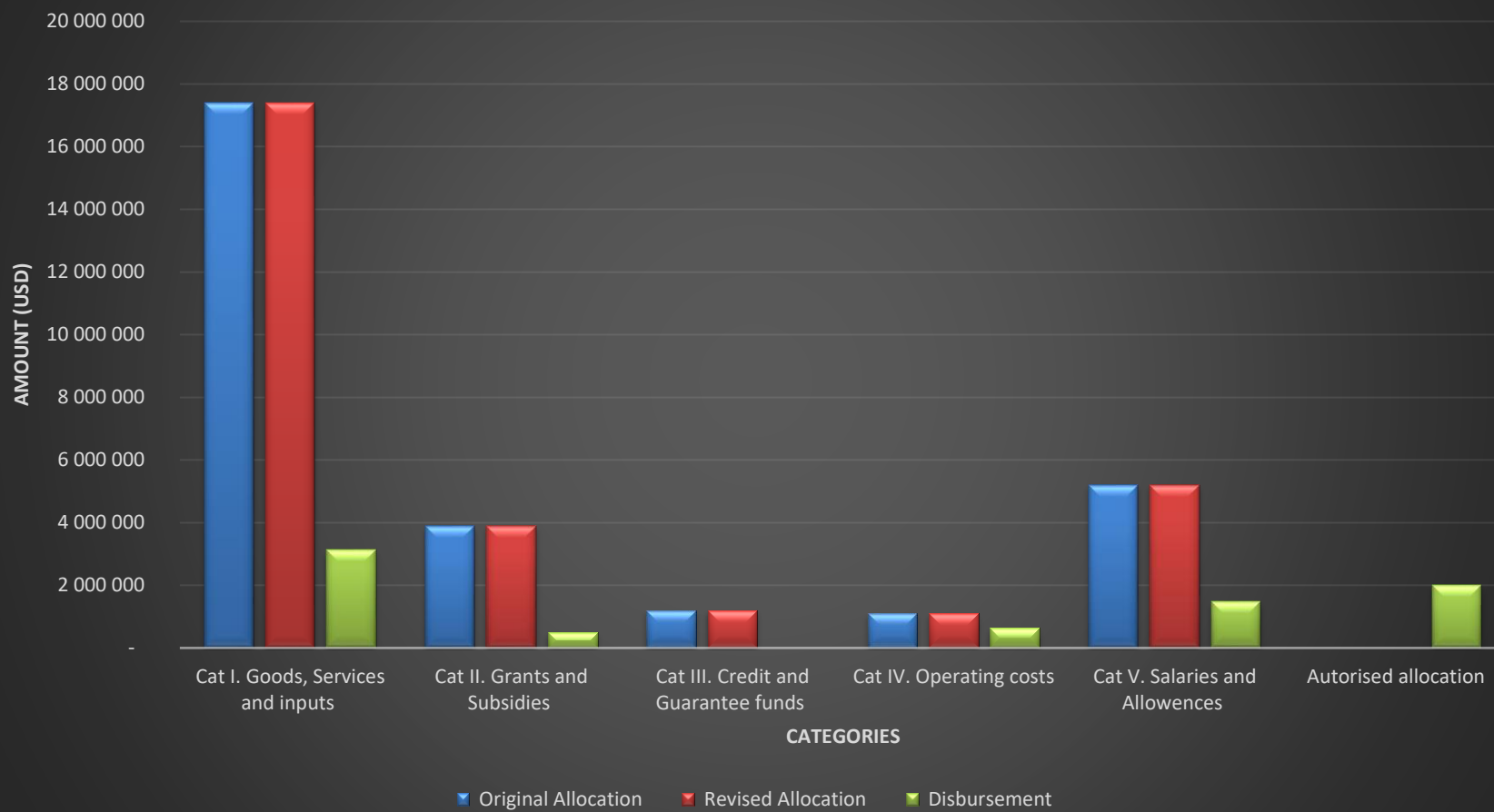
Table 2B: Financial performance by financier by component (USD '000)

	IFAD loan			Government			Beneficiaries			Total		
Component	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%
Capacity Building and Institutional Development	7,700,000	742,410.27	9.64%	7,800,000	40,024.84	0.51%	1,100,000	-	-	16,600,000	782,435.11	4.71%
Support for Increased Production and Commercialization	13,550,000	866,086.74	6.39%							13,550,000	866,086.74	6.39%
Programme Management	7,550,000	4,125,081.20	54.64%	400,000	855,840.00	213.96%				7,950,000	4,980,921.20	62.65%
Sub-Total	28,800,000	5,733,578.21	19.91%	8,200,000	895,864.84	10.93%	1,100,000	-	-	38,100,000	6,629,443.05	17.40%
Initial Deposit	-	2,000,000.00	0.00%	-	-	0.00%				-	2,000,000.00	0.00%
Total	28,800,000	7,733,578.21	26.85%	8,200,000	895,864.84	10.93%	1,100,000	-	-	38,100,000	8,629,443.05	22.65%

Table 2C: IFAD loan disbursements (USD, as at 20th November 2020)

Category	Category description	Original Allocation	Revised Allocation	Disbursement	WAs Pending (38,40-44)	Balance	Percent Disb.
200010	Credit and Guarantee funds	1,200,000	1,200,000			1,200,000.00	0.00%
200012	Grants and Subsidies	3,900,000	3,900,000	505,807.72	-	3,394,192.28	12.97%
200013	Goods, Services and inputs	17,400,000	17,400,000	3,120,262.07	4,416,462.72	9,863,275.21	43.31%
200016	Operating costs	1,100,000	1,100,000	628,328.78	-	471,671.22	57.12%
200018	Salaries and Allowances	5,200,000	5,200,000	1,479,179.64	58,065.00	3,662,755.36	29.56%
270001	Authorised allocation			1,938,294.18	-	1,938,294.18	0.00%
270002	Authorised allocation 2			61,705.82	-	61,705.82	0.00%
Total		28,800,000	28,800,000	7,733,578.21	4,474,527.72	16,591,894.07	42.39%

IFAD Loan Disbursement (USD)



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Smallholder Agriculture Development and Commercialization Project in Cuanza Sul & Huila Provinces

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Appendix 3: Compliance with legal covenants: status of implementation

Mission Dates: 16th – 27th November 2020
Document Date: 08/02/2021
Project No. 2000001142
Report No. 5639-AO

East and Southern Africa Division
Programme Management Department

Appendix 3: Compliance with legal covenants: Status of implementation

Section	Covenant	Target / Action Due Date	Compliance Status/Date	Remarks
Schedule 1, Par 10	The project will employ similar financial management system to those used under MOSAP and SADCP-WB including the use of PRIMAVERA accounting software	Immediate	Compliant	
Schedule 1, Par 11	Audit. The project financial statements will be audited in accordance with ISA. Audit report will be submitted to IFAD within six months after the financial year end	Annually	Complaint	
Schedule 1,Par 10	The Lead Agency and the Fund shall jointly carry out a review of project implementation no later than the third year of the project	Mid Term	N/A	Not yet due
Schedule 1,par 10	<i>Tax exemption</i> The Borrower shall to the fullest extent possible, exempt the proceeds of the Financing from all taxes. Any taxes which the Project is nonetheless obliged to pay shall be promptly reimbursed by the Borrower.	Immediate	Partially Compliant	IDA to ensure that counterpart funds are available at the beginning of each year from the GoA budget for the payment of taxes and duties.
Schedule 1, Par 10	<i>Internal Audit.</i> An internal audit service provider, acceptable to the Fund, shall be recruited by the Project, in accordance with appropriate terms of reference, to assist in the production of (minimally) semi –annual reports that will be shared with the Fund.	Immediate	Non-Compliant	SAMAP hired services of an internal auditor in liaison with AFAP.
Schedule 1, Par 10	<i>Key Project Staff.</i> The Borrower shall ensure that the key staff are recruited and in the event of turnover they are replaced on a timely basis. Should the recruitment process be prolonged, where appropriate, the Borrower shall make recourse to a suitably qualified external service provider acceptable to IFAD	Immediate	Compliant	All key positions are filled
Section 7.01, Par (b) (ii)	AWPB submitted to the Fund for comments no later than sixty (60) days before the beginning of the relevant Project Year	Annually	Non-Compliant	2021 AWPB not submitted at the time of mission (November 2020)
Section 7.08(a)	Insurance of all goods and buildings used by the project	Annually	Non-Compliant	
Section 7.11	Insurance of key project staff against health and accident risks.	Annually	Non-Compliant	
Section 8.03(b)	Mid-Term Review (MTR) carried out jointly by Borrower, IFAD	2021	Not due	
Section 9.02	Financial Statements submitted to IFAD.	Annually	Compliant	

Section	Covenant	Target / Action Due Date	Compliance Status/Date	Remarks
Section 9.03	Audit report submitted to IFAD.	Annually	Compliant	FY2017 to FY2019 Submitted. FY2020 not due

Angola

Smallholder Agriculture Development and Commercialization Project in Cuanza Sul & Huila Provinces

Supervision Report

Appendix 7: Integrated Project Risk Matrix (IPRM)

Mission Dates: 16th – 27th November 2020
Document Date: 08/02/2021
Project No. 2000001142
Report No. 5639-AO

East and Southern Africa Division
Programme Management Department

Overall Summary

Risk Category / Subcategory	Inherent risk	Residual risk
Country Context	Substantial	Moderate
<i>Political Commitment</i>	<i>Moderate</i>	<i>Low</i>
<i>Governance</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Macroeconomic</i>	<i>High</i>	<i>Substantial</i>
<i>Fragility and Security</i>	<i>High</i>	<i>Substantial</i>
Sector Strategies and Policies	Substantial	Moderate
<i>Policy alignment</i>		<i>No risk envisaged</i>
<i>Policy Development and Implementation</i>	<i>Substantial</i>	<i>Moderate</i>
Environment and Climate Context	Substantial	Moderate
<i>Project vulnerability to environmental conditions</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Project vulnerability to climate change impacts</i>	<i>Substantial</i>	<i>Moderate</i>
Project Scope	High	Substantial
<i>Project Relevance</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Technical Soundness</i>	<i>High</i>	<i>Substantial</i>
Institutional Capacity for Implementation and Sustainability	High	Moderate
<i>Implementation Arrangements</i>	<i>High</i>	<i>Moderate</i>
<i>Monitoring and Evaluation Arrangements</i>	<i>Substantial</i>	<i>Moderate</i>
Project financial Management	Substantial	Moderate
<i>Project organization and Staffing</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Project budgeting</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Project funds Flow/Disbursement Arrangements</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Project internal Controls</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Project accounting and financial reporting</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Project external Audit</i>	<i>Substantial</i>	<i>Moderate</i>
Project Procurement	Substantial	Moderate
<i>Legal and Regulatory Framework</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Accountability and Transparency</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Capability in Public Procurement</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Public Procurement Processes</i>	<i>Moderate</i>	<i>Moderate</i>
Environment, Social and Climate Impact	Moderate	Low
<i>Biodiversity Conservation</i>	<i>Moderate</i>	<i>Low</i>
<i>Resource Efficiency and Pollution Prevention</i>	<i>Moderate</i>	<i>Low</i>
<i>Cultural Heritage</i>		<i>No risk envisaged</i>
<i>Indigenous People</i>		<i>No risk envisaged</i>

Risk Category / Subcategory	Inherent risk	Residual risk
<i>Labour and Working Conditions</i>		<i>No risk envisaged</i>
<i>Community Health and Safety</i>	<i>Moderate</i>	<i>Low</i>
<i>Physical and Economic Resettlement</i>		<i>No risk envisaged</i>
<i>Greenhouse Gas Emissions</i>		<i>No risk envisaged</i>
<i>Vulnerability of target populations and ecosystems to climate variability and hazards</i>	<i>Moderate</i>	<i>Low</i>
Stakeholders	High	Moderate
<i>Stakeholder Engagement/Coordination</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Stakeholder Grievances</i>	<i>High</i>	<i>Moderate</i>
Overall	Substantial	Moderate

Country Context	Substantial	Moderate
<i>Political Commitment</i>	<i>Moderate</i>	<i>Low</i>
Risk: The likelihood for political instability remains low in Angola. However, due to challenging political environment with the ongoing deterioration of the macroeconomic and social conditions on account of the oil price collapse, weak governance and COVID-19, there is high potential for political turnover and changing political priorities, which could result in longer delays for approval of key decisions required at the highest levels of Government (e.g. for project's entry into force and first disbursement, provision of counterpart funding). Ultimately, this could undermine the timely and successful implementation of the Project.	Moderate	Low
Mitigations: With the opening of its country presence in Angola, IFAD will leverage on the Agricultural Sector Working Group and built on its credibility as a trusted partner to engage in policy dialogue, stressing the relevance of SREP to the national development policies and strategies, in particular the Government Agenda for economic diversification through the transition of family farming from subsistence to commercial agriculture.		
<i>Governance</i>	<i>Substantial</i>	<i>Moderate</i>
Risk: Despite the improvements in governance and accountability, lack of capable institutions in the country undermine the emergence of high standards to prevent fraud and corruption (e.g. Angola ranks low at 146th out of 180 countries surveyed in 2019 in the Corruption Perception Index from Transparency International), which could potentially lead to elite capture and inefficient allocation of project's resources, leading to reduced benefits to and impact on targeted beneficiaries.	Substantial	Moderate

<p>Mitigations:</p> <p>(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.</p>		
<p>Macroeconomic</p>	<p>High</p>	<p>Substantial</p>
<p>Risk:</p> <p>In the short and medium term, and pending ongoing efforts to diversify the economy and address, constraints on government revenue arising from the low oil price environment and the devastating impact of COVID-19 will continue to exacerbate the impact of domestic and external shocks on macroeconomic policies (e.g. resulting in high inflation, low foreign exchange reserves, large fiscal deficits, debt distress), reducing economic growth and undermining government capacity to mobilize counterpart funding, and significantly impacting market dynamics of value chains, including market prices and profit margins for project target groups.</p>	<p>High</p>	<p>Substantial</p>
<p>Mitigations:</p> <p>(i) Government and Beneficiaries 'contributions have been kept to minimum to mitigate the risk of their defaulting on their commitment to financing project costs. Out of total SREP costs of about USD150 million over the six-year implementation period, GoA will finance taxes, duties and contributions to extension infrastructure amounting to a total of USD 10 million, representing about 6.7%. In conformity with the principle that no taxes or duties will be financed out of the proceeds of the IFAD Loan, any changes in the rates of taxes and duties would have to be met by GoA. Beneficiaries will contribute USD 6.5 million, representing about 4.3% of Project costs, and will consist mainly of in-kind contribution; (ii) MINAGRI/IDA to ensure that the Project develops AWBP based on a broad Government Public Investment Program (PIP) with a link to public investment.</p>		
<p>Risk:</p> <p>Due to low oil price environment, there is scarcity of foreign currency and emergence of a black exchange market where the parallel exchange market rate is double the official exchange rate, eroding the purchasing power of the loan proceeds in operational account denominated in AO, and resulting in inability for the Project to cover the cost of delivery for planned outputs.</p>	<p>High</p>	<p>Substantial</p>

Mitigations: Adequate planning and execution of funds flow from Designated Account in USD to Operational Account in AOA will be put in place to minimize the adverse impact of currency depreciation.		
Risk: In response to high inflation rates, reflecting the impact of strong exchange rate depreciation and higher domestic fuel prices due to the phasing out of fuel subsidies, the National Bank of Angola (BNA) and the Commercial Banks will continue to raise the policy interest rates and lending interest rates respectively, making access to credit more costly and/or shifting lending to short term maturities and leading to reduced investment by smallholder farmers and agribusinesses in production and productivity improvement.	High	Substantial
Mitigations: Through the implementation of matching grant facility, SREP will secure participation of financial institutions to crowd in financing from them into project's beneficiaries' sub-proposals (SP) and business plans (BP). The driving concept of the MG is to provide a "smart subsidy". Given this driving concept, grant plus grantee contribution will normally equal at least 40% of the SP/BP; the remaining must be borrowed from a PFI. This will in many cases establish a relationship between the grantee and the PFI that will remain intact after the MG has expired. Hence, rather than returning to SREP or a similar programme for a grant, the grantee should, for all intents and purposes, have a relationship with a lender and no longer require the smart subsidy provided by the MG. On the supply side, SREP will support PFI's capacity building, including training for bankers to understand the value proposition of financing family farming and agribusinesses, and provide some incentives to attract them into small-scale agricultural financing.		
Fragility and Security	High	Substantial
Risk: Angola's economic base remains narrow (with oil accounting for over 95 percent of total export revenue, 52 percent of government revenues and 30 percent of GDP in 2016) with significant economic, social and environmental fragilities as exposed by the international oil price shocks, the outbreak of malaria, yellow fever epidemics, and cyclical droughts and floods in Southern Angola. Anticipated economic vulnerabilities in the aftermath of COVID-19, recession and mass unemployment threaten to further complicate the country's fragility and security. It is likely that weak governance structure and institutions to respond effectively to these shocks will undermine the capacity of the Government and local communities to realize the full potential of the agricultural sector in the country and to sustain the benefits of the investments to be made by the Project.	High	Substantial

Mitigations: In the medium and long term, IFAD will continue engagement and support Government's bold steps at the policy level to foster economic diversification, by refocusing economic growth towards the agriculture sector as well as private sector development. In the Short and medium term, SREP will focus on building the resilience and sustainability of smallholders through community development around FFS, improved linkages to markets, improved environmental management in farming activities, promotion of soil and water conservation measures to address the issues of land degradation, etc.		
Sector Strategies and Policies	Substantial	Moderate
<i>Policy alignment</i>		<i>No risk envisaged</i>
No specific risk identified at this time. SAMAP is well aligned with country's agenda for diversification of the economy through agricultural development, and there is strong commitment from Government to transforming family farming, the process which SAMAP supports.		
<i>Policy Development and Implementation</i>	<i>Substantial</i>	<i>Moderate</i>
Risk: Government's approach for development of family farming through free land preparation, distribution of inputs and farm implements for smallholder farmers is unsustainable and not adequately resourced, due to the country's limited fiscal space, and could potentially create disincentives for agribusiness actors and other private actors to engage in marketing of agricultural inputs and provision mechanisation services. If the transition between emergency, recovery and longer-term development needs is not properly managed, this could create a dependency syndrome (mind-set of receiving free inputs from Government), leading to unsustainable results in terms of increased production and productivity beyond the life of the project.	Substantial	Moderate
Mitigations: (i) A good M&E system will be used to identify households struggling with the transition. These will be supported by the proven individual household mentoring approach to assist them in overcoming the dependency syndrome; (ii) IFAD will leverage the Agricultural Sector Working Group to engage in evidence-based policy dialogue for adoption and harmonization of tested intervention approaches to support transition from emergency, recovery and long-term development.		
Environment and Climate Context	Substantial	Moderate
<i>Project vulnerability to environmental conditions</i>	<i>Substantial</i>	<i>Moderate</i>

<p>Risk:</p> <p>The vagaries of the weather and inadequate land and water management have accentuated soil erosion and land degradation in the project area, which has resulted in increased sedimentation in streams, a decrease in soil depth and fertility, diminishing soil organic matter and a reduction in its water and nutrient holding capacity. With the increasing expansion of land under unsustainable agricultural practices, and deforestation (due to charcoal production to meet increasing demand, land clearing for agriculture and uncontrolled fire), soil erosion and land degradation will continue to expand, leading to adverse impact on agricultural production and productivity</p>	Substantial	Moderate
<p>Mitigations:</p> <p>Any adverse environmental risks will be minimized using appropriate measures such as good agricultural practices, appropriate design and siting of infrastructure and development of relevant Environmental and Social Management Plans (ESMPs). For investments in small-scale irrigation, no infrastructure investments will be made before the local authorities confirm the beneficiaries' land and water user rights. The site or scheme-specific environment and social assessment will consider the ability of downstream users to use water, as well as, any environmental flows required to maintain the integrity of the freshwater ecosystem. The curriculum of the Farmer Field Schools (FFS) will include good agricultural practices, best practice on the safe use, storage and disposal of agrochemicals, Integrated Pest management, site management plans for infrastructure. The learning in the FFS will also be based on understanding agro-ecological principles, enhancing ecosystem services and using natural resources in a sustainable manner. Training on environmental topics such as management, impact assessment and monitoring will also be undertaken to build the capacity of agricultural officers. ESMPs will have to be developed in a participatory manner at each site. An Environmental and Social Safeguard Focal Point will be appointed in project area of intervention to ensure compliance of the proposed project activities with relevant Angola environmental laws and regulations and the SECAP.</p>		
<p><i>Project vulnerability to climate change impacts</i></p>	<i>Substantial</i>	<i>Moderate</i>
<p>Risk:</p> <p>Climatic events (linked to rainfall variability, prolonged drought, increased temperatures, intermittent floods , seasonal shifts in rainfall, , increased wildfires, increased rainfall in the northern parts of the country, changes in river flows as well as changes in the onset and duration of the growing season) will result in reduced duration of the growing season as well as in a shift from two growing seasons to one in the project area, leading to several types of negative impact (e.g. crop failures due to heat and drought stress, production losses due to unpredictable onset of rains, reduced planting area due to consumption of seed stores, and increased susceptibility to pests and disease) on achievement of PDO.</p>	Substantial	Moderate

Mitigations: The project is currently focusing on: a) ensuring that adequate climate change adaptation practices and technologies are integrated within the FFS curriculum to reduce vulnerability to climate shocks. The FFS curriculum includes training on climate smart agricultural practices (i.e. correct spacing, intercropping, mulching, fertilization, pesticides and improved water management, new and improved varieties and small-scale irrigation). Other climate change adaptation options include (i) promoting sustainable land and water management for increased agricultural yields; (ii) soil erosion control through organic methods; (iii) diversifying crops to less climate sensitive cultures; (iv) implementing water-harvesting system in drought-prone areas increased access to weather forecasts and early warnings and promotion of sorghum, millet as climate-resilient alternatives to maize climate-smart agriculture (CSA) practices. Capacity building on climate risk analysis through the Farmer Business Schools is also important in increasing resilience and reducing the impacts of climate change.		
Project Scope	High	Substantial
Project Relevance	Substantial	Moderate
Risk: Previous donor supported projects (including MOSAP) provided fairly limited support in marketing and value chain development and focused mainly on production and productivity. MOSAP's PCR recognized that the project could have developed an additional focus on input market access to complement sub-project investments and training. The PCR also found that the smallholder sector has the potential to reach much higher levels of production provided farmers have the right commercial incentives. It noted that farmers were sceptical about increasing production of local cash crops unless there are provisions for a secure market outlet. With SAMAP's ongoing focus on production and productivity increase through free distribution of inputs in response to Government's policy pressures, it is likely that interventions of the project will become less responsive to the needs and priorities of the intended target groups as they become mature, leading to decrease of relevance throughout the project's lifespan.	Substantial	Moderate
Mitigations: During the implementation support mission of August 2020, it was agreed that Project will limit its free distribution of inputs to the support requested by the Government under COVID-19 response. Project's resources allocated for Increased Production and Commercialization (component 2), should be used to support FOs (and their members) and other agribusiness actors who have bankable subproject (SP) proposals/business plans (BPs) with clear prospects of linkages to input and output markets. Further, it was emphatically reiterated that analysis of market opportunities should be carried out before investing in production systems, and training on business and marketing aspects should complement production-oriented training.		
Technical Soundness	High	Substantial

<p>Risk:</p> <p>Under sub-component 2.2 (Provision of Investment Support), the Project will provide financing to eligible beneficiaries (through matching grants and facilitate access to credit) for carrying out the approved subprojects/business plans and crowd-in PFIs for loans partially financing the investment. However, evaluation criteria for selection of subprojects and approval of matching grants are not gender-sensitive nor pro-youth. Lessons from MOSAP show that, while this project was successful in reaching women, they had only limited influence on the choice of sub-projects. Women's participation in FOs was lower than that of men with only a few occupying leadership positions. It is likely that, due to inadequate incorporation of lessons learned and best practices on mainstreaming gender and youth issues, implementation of project will result in less participation of women and young people in the choice and implementation of sub-project proposals, leaving them behind and leading to unsustainable and less inclusive development process.</p>	Substantial	Moderate
<p>Mitigations:</p> <p>(i) Executing Agency to revise the PIM and include gender sensitive and pro-youth criteria to foster greater participation of women and youth groups in the identification, preparation, and implementation of subprojects/BP approved for project support. (ii) Organize a training workshop on mainstreaming gender and youth for project staff, governments officials participating in different projects committees at national and provincial levels, service providers supporting identification and preparation of SP/BP.</p>		
<p>Risk:</p> <p>Unlike projects funded by other development partners in Angola (e.g. MOSAP II by the World Bank) that does not require participation of financial institution (PFI) for financing SP/BP, SAMAP's approach to providing investment support under subcomponent 2.2 acknowledges that matching grants are not suitable for business financing and market development; they should be considered as a catalyst for smallholder farmers to progressively access formal financial services as part of the phasing-out strategy of the project. Hence, in cases where obtaining a working capital and/or investment loan from a PFI forms an integral of part of the financing plan of the SP/BP, the first tranche disbursement of the matching grant will be subject to the approval of the envisaged loan by the identified PFI. However, due to deeply rooted financial institution's negative perception about smallholder producers/FOs' credit worthiness, their mobilisation to co-finance sub-projects would likely take several years to expand and allow for progressive graduation of targeted farmers/FOs to access developed financial services, which will result not only in many approved SP/BP not being provided with adequate investment support, but also in low uptake of matching grant, compromising the achievement of PDO.</p>	High	Substantial

Mitigations: Executing Agency to accelerate assessment of willingness and appetite of potential financial institutions in the project areas to participate in the financing of smallholders/FO and other agribusinesses' subprojects/business plans, leveraging on matching grant facility. At mid-term review, or even before if necessary, the mobilization of PFIs and rural finance activities will be carefully reviewed and decision will be made whether or not continue these activities depending on the targeted beneficiary FOs' ease of access to PFIs financing.		
Institutional Capacity for Implementation and Sustainability	High	Moderate
Implementation Arrangements	High	Moderate
Risk: The structure of the Project Implementation Units at both national (PIU) and provincial (PPIU) levels is very lightly staffed and does not include technical specialists and heads of components/subcomponents (e.g. in the domains of agribusiness/value chain development, rural finance, environment and social safeguards, gender, nutrition, communication, etc.), as most of the investment and technical support activities will be implemented by service providers. Lack of technical specialists and heads of components at project implementation units levels, as well as constraints in competitively recruiting main service providers with required knowledge and experience, will result in ineffective coordination of planning, weak mainstreaming in relevant thematic areas (gender, nutrition, climate change), low quality of technical supervision and delayed implementation of project interventions, and thus compromising the achievement of expected results in a sustainable and inclusive manner.	High	Moderate
Mitigations: At design, it was envisaged that short term consultants will be hired to support project implementation (notably for rural finance, gender, and nutrition issues). The PIU will also benefit from support of the technical specialists of the WB-funded PIU of MOSAP 2, notably in the domains of communication, environment and social safeguards, and agribusiness/value chain development. After over two years since the start of implementation, no short term consultant has been recruited to provide expected support nor has a MoU been signed with MOSAP 2 to leverage support from technical specialists. Given that these initial arrangements have not been effective in reducing the inherent risk, they have been revised and it has been agreed that the Executing Agency will recruit technical specialists to beef up the capacity of PIU.		

<p>Risk:</p> <p>Since the human capital and institutional capacity within the Executing Agency (MINAGRIF) are quite limited, implementation of project technical components relies to a large extent on the recruitment of competent service providers with international experience. However, due to expanding donors' support to the country and reduced movement due to COVID-19 restriction measures, the few service providers with the required knowledge and experience in the project area/country are stretched out, which result in delayed implementation of project components and in a manner that does not allow optimization of complementarities between components, thus compromising the successful achievement of the results envisaged by the Project.</p>	High	Substantial
<p>Mitigations:</p> <p>The Executing Agency will procure experienced service providers in other provinces, in the region and internationally to be Lead /Main Service Providers (one in each province) and encourage partnerships with local ones as well as training to build their capacities. Recruiting joint service providers with World Bank is likely to attract the interest of competent consultants in contract tenders. MINAGRIF will facilitate speedy issuance of visas for service providers based outside the country.</p>		
<p>Risk:</p> <p>To enhance implementation capacity and ensure a greater institutional sustainability, Project's delivery systems are fully integrated into decentralised structures of MINAGRIF at provincial and municipality levels. However, implementation of activities largely relies on service providers (e.g. The Government holds onto continuing its partnership with FAO for the implementation of a FFS training programme; component 2 is to be implemented by a capable and internationally experienced service provider, as implementation of MOSAP sub-projects was problematic due to limited technical and organisational capacity of local service providers). As suggested by experience in previous donor-supported projects, continued partnership and contracting of internationally experienced service providers without rigorous monitoring and evaluation of their implementation performance will result in limited institutional capacity of MINAGRIF, leading to development results that cannot be replicated at scale and sustained.</p>	Substantial	Moderate

<p>Mitigations:</p> <p>As recommended in the lessons learnt from MOSAP, the project exit strategy relies on building capacity at different levels, at farmers/FOs but also at public services and value chain actors level, linking smallholders/FOs to value chains actors (buyer/traders, input suppliers) and raising their assets business profile, and credit worthiness, and supporting smallholders to progressively move into commercial agricultural production. The Lead/Main service provider will build the capacity of local NGOs to carry out these activities. For effective implementation of the FFS approach, project will support recruitment of 40 additional new extension agents to enable the government in ensuring that each commune participating in the project has at least three agricultural extension specialists at each EDA. FAO will provide training, coaching and supervision to IDA/EDA staff and FFS facilitators who will implement FFS field activities. This will ensure that institutional capacity of IDA and EDA staff is enhanced and their ability to address developmental issues-such as rural poverty, gender, nutrition-sensitive and climate-resilient agriculture and youth issues will be further raised. Thus, FAO's role will be critical in assisting IDA to implement the FFS sub-component as IDA/EDAs are expected to take greater responsibility in running the FFS as from year 4 onwards.</p>		
<p>Monitoring and Evaluation Arrangements</p>	<p>Substantial</p>	<p>Moderate</p>
<p>Risk:</p> <p>There are scarcity of competent M&E Expert in the country and limited integration of project's M&E system in the MINAGRIF's weak and inefficient M&E processes and systems, resulting in a limited ability for the Project to monitor, validate, analyse and communicate results, capture lessons and use them to adjust implementation and take corrective actions in a timely manner, or to inform future investment for sustaining benefits to smallholder farmers</p>	<p>Substantial</p>	<p>Moderate</p>
<p>Mitigations:</p> <p>(i) SAMAP will collaborate with other projects/programmes under the MINAGRIF to provide the Ministry with required support for upgrading its M&E processes and systems. The M&E Expert with international experience will be recruited under the Single Coordination Unit (SCU) and tasked with insuring better integration of SAMAP's M&E system in MINAGRIF's to increase its relevance in supporting evidence-based policy making; (ii) All activity-related data will be collected by project stakeholders working at the community level (IDA technicians and FFS facilitators, service providers and contractors). These data will be entered in activity monitoring sheets and reported monthly (or more frequently, if deemed needed). Data reporting forms will accompany reports to be se in the PMU and MINAGRIF's Statistics Division.</p>		
<p>Project financial Management</p>	<p>Substantial</p>	<p>Moderate</p>
<p>Project organization and Staffing</p>	<p>Substantial</p>	<p>Moderate</p>

Risk: Current organizational structure is complete except for the required Assistant Project Coordinator to assist with the management of ARP. The risk that the implementing entity does not have the necessary number of adequately qualified and experienced financial management staff at the PMU, both at the Headquarters and Provinces resulting into limited ability to meet the functional needs of the project; The risk that recruited do not have previous experience with IFAD financial management requirements leading to sub optimal financial management for the project; The risk of high staff turnover affecting continuity and creating a lengthy learning curve resulting into slow implementation;	Substantial	Moderate
Mitigations: Recruit an Assistant Project Coordinator to help with project management under the new structure <ul style="list-style-type: none"> • A finance Manager and an Accountant recruited competitively to benefit from an experienced pool of applicants; and • Train recruited staff in IFAD financial management procedures/requirements. 		
Project budgeting	Moderate	Moderate
Risk: The risk that budgeted expenditures are not realistic, not prepared or revised on a timely basis, and not executed in an orderly and predictable manner resulting in funds not being available when needed, ineligible costs and reallocation of project funds and slow implementation progress; and There is a risk of very low budget execution leading to low funds absorption and partial cancellation of loan resources; and The risk of poor budget monitoring and control arising out of failure to post the budget in the accounting system leading to absence of timely budget information for decision making and thus haphazard implementation.	Moderate	Moderate
Mitigations: <ul style="list-style-type: none"> • Finance Manager to Coordinate the budget preparation process with the assistance of the M&E Officer and participation of the component leads; • AWPB to be submitted to IFAD for No Objection two months prior to the beginning of the financial year. No expenditure will take place prior to approval of the budget; Budget figures to be posted in the accounting software to facilitate budget monitoring and control		
Project funds Flow/Disbursement Arrangements	Substantial	Moderate

<p>Risk:</p> <p>The risk that funds from multiple financiers disburse with delay due to cumbersome treasury arrangements and inability of project provinces and service providers to justify advances, resulting in delayed implementation;</p> <p>The risk of delays in posting accounting data with consequent delays in preparation of financial reports and withdrawal applications leading to liquidity problems and slow implementation; and</p> <p>The risk of delays in availing counterpart financing in cash leading to pre-financing from loan resources and ineligible expenditure; and</p> <p>The risk that in-kind contribution will not be adequately reported due to inconsistent recording and poor valuation methods leading to low reported financing and thus low project performance</p>	Substantial	Moderate
<p>Mitigations:</p> <ul style="list-style-type: none"> • Opening of designated account (denominated in USD) and operating account (denominated in AKZ) in a commercial bank acceptable to IFAD to reduce on the delays in processing of transfers;/ • Opening of separate account for purposes of managing counterpart funds; • Transfers to provinces to be on the basis of working advances; and Withdrawal applications to be submitted when expenditure reaches 30% of the authorised allocation or 90 days from the submission of the last withdrawal application 		
Project internal Controls	Substantial	Moderate
<p>Risk:</p> <p>The risk that appropriate controls over project funds are not in place, leading to the inefficient or inappropriate use of project resources. This constitute the risk of absence of control over working advances, segregation of duties, insufficient approvals, misuse of assets, poor cash management – including procurement of common use items using petty cash and poor contract management/including monitoring; and</p> <p>The risk that internal audit arrangements are insufficient or do not exist due to lack of resources to provide assurance on the effectiveness of internal control systems and processes leading to non-compliance with loan covenants, PIM and GoA requirements.</p>	Substantial	Moderate
<p>Mitigations:</p> <ul style="list-style-type: none"> • Controls have been instituted within the financial management procedures as contained in the PIM. These include segregation of duties, posting of transactions, record keeping, authorisation of transactions, checking, bank reconciliations, and physical security of assets including cash, approval arrangements, financial monitoring and reporting. • There will be an internal audit function to check compliance and provide assurance of the effectiveness of control processes and procedures. In the absence an Internal Audit staff, a service provider will be engaged on contract basis to provide internal audit services and a report periodically shared with IFAD 		
Project accounting and financial reporting	Substantial	Moderate

Risk: The risk that the accounting systems including policies and standards are not integrated and reliable, leading to inaccuracies in financial records, and that reasonable records are not prepared, issued and stored, leading to lack of informed decision making. The accounting software – PRIMAVERA has previously had reconciling differences which affect timeliness in report generation	Substantial	Moderate
Mitigations: <ul style="list-style-type: none"> • Training of financial management staff in accounting including use of the accounting software; • Making acquisition and installation of accounting software a condition for disbursement; • Acquisition of the accounting software to be part of start-up activities; and • Regular reconciliation of accounting records to accounting software data 		
Project external Audit	Substantial	Moderate
Risk: The risk that independent and competent oversight of the project financial statements is not in place or performed timely leading to possible misrepresentation of the financial results and/or suspension or other remedies due to compliance breaches.	Substantial	Moderate
Mitigations: <ul style="list-style-type: none"> • On an annual basis, prepare audit terms of reference for clearance by IFAD; • Draft financial statements for audit to be shared with IFAD no later than four months following the end of the financial year; 		
Project Procurement	Substantial	Moderate
Legal and Regulatory Framework	Substantial	Moderate
Risk: Angola has updated its legal and regulatory framework in 2016, with the aim of modernizing its public procurement system). However, inadequate arrangements for oversight to safeguard the integrity of project procurement and contract execution, as well as limited institutional capacity and inadequate practices (including compliance with the laws) at the Executing Agency level, do not foster an environment for a conduct of procurement by the Project in a manner that optimizes value for money with integrity	Substantial	Moderate
Mitigations: Leverage on SCU/PIF to support MINAGRIF's compliance with existing legal and regulatory framework by building its capacity and improving its practices in public procurement.		
Accountability and Transparency	Substantial	Moderate

<p>Risk:</p> <p>Risk 1: The public procurement system has the oversight of a dedicated body, Serviço Nacional da Contratação Pública (SNCP). However, there are weaknesses in the internal control system, with the public procurement oversight body (SNCP) intervening in transactions as a decree adopted in 2014 gives responsibility to SNCP to review all procurement processes that are to be submitted for prior review to the Minister of Finance; this makes oversight arrangements (including the handling of complaints regarding, for example, SH/SEA and fraud and corruption) inadequate to safeguard the integrity of project procurement and contract execution, leading to the unintended use of funds, misprocurement, SH/SEA, and/or execution of project procurements outside of the required time, cost and quality requirements.</p> <p>Risk 2: There are no established and clear procurement complaints management system, no specific independent and competent local authority responsible for investigating allegations. The Procuradoria-General da República de Angola investigates frauds but is not an independent government body. These factors, coupled with low PCI score for the country (indicative of a negative public sector perception by experts and business executive in terms of corruption), can affect competition, resulting in low interest in bidding opportunities by the commercial operators and participation of the same bidders', fostering an environment of corruptions and fraudulent practices that remain unaddressed with procurings increasingly executed outside of cost and quality requirements.</p> <p>Risk 3: There is a procurement Portal but it is not updated regularly. SNCP produces statistics on the system but the information is not complete, as it relies on information provided by the contracting entities (not all provide information). As a result, for IFAD-supported projects under MINAGRIF, there are no public data or available information and databases/records maintained for contracts, including data on what has been procured, value of procurement and award. This result in low competition rate amongst bidders and relatively low interest in the projects procurement opportunities, leading execution of project procurements outside of the required time, cost and quality requirements.</p>	Substantial	Moderate
<p>Mitigations:</p> <p>1: Leverage on Development Partners Group to engage in policy dialogue and advocate for the Creation of an internal control mechanism that would avoid the implication of SNCP in transactions.</p> <p>2: Strengthened review of the submitted cases to ensure full compliance and transparency; All tenders to mandatorily include IFAD's provisions on Preventing Corruption and Fraud Policy and eligibility of winners to be verified against the cross-debarment of the other MD. 3: All project contract awards will be made publicly available, as well as all the project annual procurement statistics. Publication of the annual procurement plans on the National Procurement portal will be mandatory for all IFAD-supported projects in the country.</p>		
<p>Capability in Public Procurement</p>	Moderate	Moderate

Risk: Angola has updated its legal and regulatory framework in 2016, with the aim of modernizing its public procurement system. However, though the 2016 Procurement law opens the possibility for creation of specialized procurement units within the contracting entities, there are weaknesses in the internal control system of the Executing Agency. Adequate human, institutional capacity and practices have not been developed within the MINAGRI to conduct review and ensure that all procurement processes that are to be submitted for prior review to IFAD are carried out in compliance with the law, with integrity and in a manner that optimize value for money, resulting in adverse impacts to the development outcomes of the Project.	Moderate	Moderate
Mitigations: The establishment of Portfolio Implementation Facility (PIF) will support the SCU by sourcing International/ Regional Technical Assistance to set up implementation frameworks and systems and provide on the job training to Angolan counterparts. The PIF will also support national counterparts through training, mentoring and establishment of portfolio management systems in MINAGRI (in administration and day-to day management, M&E/result reporting, Financial Management and Procurement).		
Public Procurement Processes	Moderate	Moderate
Risk: Due to high competition for scarce competent Procurement Specialists in the country and their high turnover rate, the Executing Agency may recruit less qualified staff or fail to retain most qualified ones, leading to poor handling of procurement processes and market structures (methods, planning, bidding, contract award and contract management), and resulting in prolonged procurement processes, misuse of project funds or sub-optimal implementation of the project and achievement of its objectives	Moderate	Moderate
Mitigations: The Single Coordination Unit (SCU) will be responsible for the overall coordination of the IFAD programme portfolio implemented through MINAGRIF. The SCU will be staffed by a team comprising a Senior Financial Controller and a Senior Procurement Officer, who will support capacity development of IFAD-supported project management staff in fiduciary issues. A Portfolio Implementation Facility (PIF) will be established to provide technical support needed for strengthening the management and fiduciary capacity of IFAD's programme, as recommended by IFAD's CSPE.		
Environment, Social and Climate Impact	Moderate	Low
Biodiversity Conservation	Moderate	Low
Risk: There is a possibility that clearing land for agriculture, deforestation for household energy, setting up irrigation schemes will result in loss of biodiversity, ecosystems and ecosystem services, or the unsustainable use/production of living natural resources.	Moderate	Low

Mitigations: The site specific ESMPs will include measures to ensure minimal adverse impacts on biodiversity. The infrastructure development will be micro and small-scale in non-sensitive locations. Agricultural intensification will be promoted as opposed to expansion as well as agroforestry. The learning in the FFS is based on understanding agro-ecological principles, enhancing ecosystem services and using natural resources in a sustainable manner and soil conservation are thematic areas that will be explored and worked on.		
Resource Efficiency and Pollution Prevention	Moderate	Low
Risk: The use of agrochemicals may contribute to soil and water (surface and groundwater) eutrophication and contamination with hazardous pollutants threatening people, ecosystem services and the environment at the local levels.	Moderate	Low
Mitigations: Measures, such as improved water management, safe handling of agrochemicals and waste management, will be promoted through the FFSs. The project will promote Integrated Pest Management methodologies, which are based on ecological understanding guides learning on pests to minimise pesticide use and maximise natural control. The ESMPs will also provide mitigation actions and capacity development opportunities for beneficiaries.		
Cultural Heritage		No risk envisaged
The project does not present a threat to resources of historical, religious or cultural significance.		
Indigenous People		No risk envisaged
Not identified at this time and will be reassessed at a later date		
Labour and Working Conditions		No risk envisaged
Not identified at this time and will be reassessed at a later date		
Community Health and Safety	Moderate	Low
Risk: SAMAP will support promotion of intensive agricultural practices involving use of agrochemicals and pesticides. Without proper training of beneficiaries on the proper use of these products, an overuse could contaminate water and affect community health and safety.	Moderate	Low
Mitigations: Training on proper use of agrochemicals and pesticides will be conducted for IDA/EDA extension workers as well as for groups of farmers around farmer field schools (FFS). International standards for food safety should be included in the FFS curriculum.		

Physical and Economic Resettlement		No risk envisaged
Not identified at this time and will be reassessed at a later date.		
Greenhouse Gas Emissions		No risk envisaged
Not identified at this time and will be reassessed at a later date.		
Vulnerability of target populations and ecosystems to climate variability and hazards	Moderate	Low
Risk: SAMAP will support agricultural intensification (with use of agrochemicals such as fertiliser, pesticides, etc.) and construction of production infrastructure (small-scale irrigation). Implementation of these activities may result in undesirable consequences on the environment including water contamination, soil degradation, deforestation and wildlife conflicts at particular sites, leading to increase and exposure or vulnerability of target populations' livelihoods, ecosystems, economic assets or infrastructure to climate variability and hazards, and thus defeating the purpose and DO of the Project.	Moderate	Low
Mitigations: SAMAP aims to reduce the vulnerability and impacts of climate variability and hazards, by integrating the effects of climate change into the planning and design of irrigation investments. The project will also implement several measures that will reduce the vulnerability of target populations. Climate smart investments will support the use of labour-saving technologies, such as rainwater harvesting, conservation agriculture, climate proofing irrigation schemes through water efficient technologies and management practices, promotion of drought tolerant and improved crop varieties, crop diversification and the use of fuel saving-stoves provide opportunities which can be used for household energy.		
Stakeholders	High	Moderate
Stakeholder Engagement/Coordination	Substantial	Moderate
Risk: Because some Development partners and donors (UN Agencies, AfDB, EU, World Bank) have interest or involvement in similar operations in the same areas, and due to relatively weak coordination and harmonization mechanisms among Government departments as well as among development partners in the country, there is a risk of some duplication and/or inconsistency of approaches, resulting in less buy-in from stakeholders (.g. with government, project target groups, civil society organizations, implementing partners, private sector, including financial intermediaries) on project objectives, delivery of interventions approaches and promotion of sound environmental and social practices.	Substantial	Moderate

<p>Mitigations:</p> <p>Building on its successful partnership with the World Bank and the FAO in the country, IFAD has expanded this partnership with the AFD and BADEA in the design and financing of SREPP. With the opening of a country office in Angola, IFAD will support revitalization of the Agriculture Sector Working Group at the country level and strengthen its engagement with the UN System for greater coordination and harmonization. IFAD's country presence will also strengthen its country-level policy engagement through evidence-based policy dialogue, based on its experience at country, regional and international level. The implementation of IFAD's new Framework for Operational Feedback from Stakeholders will also promote proactive engagement and feedback from key stakeholders and contribute to enhancing project's relevance, ownership, impact and sustainability.</p>		
<p>Stakeholder Grievances</p>	<p>High</p>	<p>Moderate</p>
<p>Risk:</p> <p>Due to limited knowledge and experience among IFAD staff, consultants, project staff, and senior government representatives from lead project executing agencies on how to set up and operate grievance redress mechanisms, there is substantial likelihood that grievance/complaint redress processes (including with respect to allegations of non-compliance with IFAD's E,S,C standards, fraud, corruption, or SEA) will be inefficient, leading to unaddressed stakeholder complaints that may undermine the benefits of a meaningful and continuing engagement and feedback from populations targeted and their representatives throughout the project cycle.</p>	<p>Substantial</p>	<p>Moderate</p>
<p>Mitigations:</p> <p>Through the high-level implementation plan of IFAD's Framework for Operational Feedback from Stakeholders, training activities will be undertaken to build the capacities of IFAD staff, Project staff and senior government representatives from lead project executing agency to effectively and consistently implement improved practices aimed at enhancing stakeholder engagement and feedback in the context of IFAD-supported operations. Special attention will be given to how to set up functional grievance redress processes that are socially inclusive and allow Project's target groups to voice complaints or report wrongdoing and facilitate timely resolution of potential or realized negative impacts arising in connection with the design and implementation of the Project.</p>		
<p>Risk:</p> <p>Due to limited awareness and accessibility of targeted groups to information regarding project, government and IFAD whistle-blower protection measures, and confidential reporting channels (especially in contexts where societal norms may discourage reporting of complaints for fear of retribution or retaliation), there is a risk that allegations of fraud and corruption, sexual exploitation and abuse will not be received, limiting the potential of proactive engagement and feedback from key stakeholders on enhancing the Project's relevance, ownership, impact and sustainability.</p>	<p>High</p>	<p>Moderate</p>

Mitigations:

As part of capacity building on how to set up and operate inclusive and accessible grievance redress mechanisms, special emphasis will be put on the following two elements: (i) information about the existence and functioning of such mechanisms should be readily available to all stakeholders, with special attention to raising the level of understanding of more vulnerable segments of communities served, e.g. by providing clear and understandable information on how to channel grievances, and processes and timelines for handling and responding to grievances submitted; (ii) information regarding whistleblower protection measures, and confidential reporting channels should be widely accessible in order to receive and address grievances appropriately, including allegations of fraud and corruption, and sexual exploitation and abuse.