

IMPLEMENTATION MANUAL OF THE CABINDA PROVINCE AGRICULTURAL VALUE CHAINS
DEVELOPMENT PROJECT-(IMP)¹

(Draft 1, for internal use)

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Acronyms and abbreviations:

- AWPB.....Annual Work Plan and Budget
- CPAVCDP..... Cabinda Province Agriculture Value Chain Development
- CADP/PDAC.....Commercial Agriculture Development Project/Projecto de Desenvolvimento da Agricultura Comercial
- ESM..... Environnement and Social Dimension
- FPM.....Financial Procedures Manual
- GEPE/PSSC..... Planning, Statistics and Studies Cabinet
- IITA/TAAT.....International Institute for Tropical Agriculture/ Technologies for African Agriculture Transformation
- IMP.....Implementation Manual of the Project
- MEM.....Monitoring and Evaluation Manual
- MINAGRIF/MINAGRIP...Ministry of Agriculture and Fisheries/Ministerio da Agricultura e Pescas
- MOSAP.....Market Oriented for Small Agriculture Project
- MPE.....Ministry of Planning and Economy/Ministerio do Planeamento e da Economia
- NMES.....National Monitoring and Evaluation System
- PAS/SPA.....Provincial Agriculture Secretariat/Secretariado Provincial da Agricultura
- CADP..... Commercial Agriculture Development Project
- PER.....Project Evaluation Report
- PES.....Project Exit Strategy
- PIU.....Project Implementation Unit
- PMES.....Project Monitoring and Evaluation System
- PSC.....Project Steering Committee
- SPA.....Specific Partnership Agreement

-A- Introduction

-1- In 2017, the Cabinda Province Agricultural Value Chains Development (CPAVCD) Project was approved to contribute to increased food and nutrition security, job and wealth creation in Cabinda. Specifically, the Project seeks to increase farmers' food and nutrition security and incomes through increased agricultural output and value addition. The Project will also contribute to enhance income of small and medium enterprises engaged in input supply, production, processing, storage and marketing of selected commodities on a sustainable basis².

-2- In order to provide additional operational proposals to be undertaken by the Project for accelerating its current level of disbursement³, the CPAVCD Project Implementation Manual (CPAVCD-PIM) aims to complete and update the Project "modus operandi" regarding the recent national context developments and those in the Project area. These proposals refer to additional measures and actions that will strengthen the Project programming, coordination, implementation, monitoring and evaluation procedures. The PIM proposals are in line with the Evaluation Report (PER)⁴.

-3- The PIM was designed following the AfDB Mid-Term Review Aide-Memoire⁵. Considering the period from the inception of Project⁶, the IMP focuses on updating the procedures for the implementation of the Project's activities to better articulate the existing manuals⁷. The Implementation Manual provides proposals that do not necessarily induce an additional cost for the Project but rather improves the effectiveness and efficiency in the internal organization and current procedures of the Project activities.

-4- After validation of the present document by the Project governance bodies and AfDB, the PIM will subsequently be shared with the various Project stakeholders to serve as a "working tool" to be updated based on lessons learned and best practices gained throughout the implementation of the Project⁸.

² Food crops (cassava, banana, sweet potato, peanut, and beans); cash crops (coffee, cocoa and oil palm); marine and inland fisheries; small ruminants; and horticulture (vegetables and fruits).

³ At December 2021, only about 11.45% of the Project resources have been spent (cf 3.1.4 -Aide-Memoire MTR Mission's Outcome).

⁴ Project Evaluation Report, AfDB/AHAL, August 2017.

⁵ cf. Annexes 1 and 3, AfDB Mid-Term Review Mission, February 2022.

⁶ The CAVCDP Project was formally approved on 15th December 2017, signed on 15th May 2018 and became effective for disbursement on 14th August 2018. In fact, the Project finally started to make progress towards the end of 2020.

⁷ Procurement Manual and Financial Procedures Manual of the Project.

⁸ Project closing date foreseen in March 2024.

-5-The PIM is structured in five sections, namely: (A) Introduction, (B) The Framework, (C) Objectives, (D) Contents, (E) Steps for the PIM finalization and validation and (F) Annexes.

-B- Project Implementation Manual Framework :

- 1- In addition to the volume of its funding, Cabinda Province Agricultural Value Chains Development Project is a complex project with three (3) components, two (2) of which are projects themselves. These are component 1 (crops, livestock and fisheries sub-components) as well as component 2 (infrastructure).

- 2-Public and non-public entities are directly involved in the Project implementation including the staff from the Provincial Agricultural Secretariat (PSA) on whom Project field activities depend. Meanwhile, the Provincial Secretariat staff have structural tasks other than those of the Project. If this configuration offers an advantage to the Project from the perspective of its institutional sustainability, in practice it represents a real challenge in terms of the diligent execution of activities and their monitoring and evaluation in the field.

- One of the main conclusions from the AfDB Mid-term Review Mission was about the discrepancy between the Project's current operational capacities in terms of human resources and resources available and the corresponding volume of activities for components I and III (Agricultural Value Chains Development and Management Monitoring & Evaluation). An additional temporary staff was therefore recommended to complement the current personnel. However, responsibilities of this temporary staff need to be clearly defined and synergies between the different actors in the field need to be clarified.

-3-In addition an important changes have been registered since the launching of the Project at the level of its governance bodies, in particular at the level of the Project Steering Committee (PSC). The composition of the Steering Committee will have to take into account these changes, and the ongoing restructuring process of the IDA should offer a possibility to strengthen its capacity of strategic and technical supervision of the Project.

-4-Another challenge is the fact that the Project does not have a specific M&E Manual. The current system is basically limited to monitoring the implementation of the Project activities and outputs. This mechanism must be completed by the implementation of an inclusive M&E mechanism based on a software system that includes all sub-components of the Project, namely: (i) crops, fisheries, livestock and horticulture; (ii) infrastructure; (iii) administrative and financial management as well as (iv) **environmental, nutritional, gender and social inclusion** safeguards. To this end, the Mid-Term Review Mission recommended the immediate strengthening of Project M&E System (PMES). This PIM includes an operational guideline of the PMES.

-5-The lack of an Implementation Manual adapted to the current changing context of the Project has significantly contributed to the Project low disbursement rate. This Manual could have established an overall “modus operandi” of the Project to define the approach and modalities of synergies between the components and sub-components in particular the interaction in execution between the programming of field activities, the Procurement Manual, Financial procedures and the Monitoring-Evaluation (M&E) system. Thus, to accelerate the disbursement of funds as well as the internal and external arrangements for the procurement of goods and services and administrative and financial management, including logistics. The control of systematic procedures along with internal and shared feedback would even reduce the risks of penalizing requests approval for the replenishment of funds.

-C- Objectives of the CPAVCD-PIM:

-1-The PIM aims to contribute to improve the effectiveness and efficiency of CPAVD Project implementation. Specifically, the PIM provides additional procedures to improve the implementation of the different components, sub-components and activities of the Project. In particular, these procedures refer to: (i) the strengthening of the link between work plans by component and sub-component, the financial management plans and the procurement plans of goods and services in a manner consistent with the current systemic changes; (ii) an effective project staff orientation as well as partners and service providers orientation in the programming of operations (monthly, quarterly and annual), (iii) an efficient coordination of the implementation of activities in the field, (iv) the M&E activities systematization; (v) the proposals of anticipated modalities for “massifying” of project results and its sustainability.

-2-The PIM also aims to improve the overall Project disbursement rate based on the programming and execution adapted to the current context. In fact, the PIM facilitates the immediate implementation and follow-up of the recommendations from the AfDB’s Mid-Term Review Mission in February 2022. Over the long term, the PIM should allow the valorization of the Project and its results after March 2024.

-D- Contents of the Project Implementation Manual:

The objectives mentioned above are detailed in three (3) main areas of action, which are in complementary to the ongoing Project activities and aim to strengthen the “modus operandi” of the Project. These areas of action are the following:

-D-I- Planning, Coordination and Management:

-1-The planning, coordination and management of the Project operations constitute both the baseline and the focus of the PIM. **Given the Project closure date planned in March 2024, the process of the annual planning for 2023 will begin in October 2022.** This process will consider the Project performance indicators as well as its current implementation capacities. Timely completion of this process is important as it is the basis for the provision of funds to ensure timely execution of operations.

To facilitate this exercise, **a scoping or a guideline note need to be developed by the Project Coordination by October 2022.** The note will be shared with the PIU. This note will provide the guidance for the planning/programming process of activities in 2023. This note will be based on a preliminary analysis of the Project implementation in 2021 and 2022 as well as the recommendations of the February 2022 Mid-Term Review Mission.

Therefore, **the Project will begin preparing the 2023 Annual Work Plan and Budget (AWPB) in October 2022** through a participatory planning process that clearly identifies the results to be achieved, activities to be carried out, and required financial resources. The preparation of the AWPB require: (i) a detailed Project Logical Framework⁹, which quantifies all outputs and outcomes to be achieved by December 2023 sorted by component and subcomponent; (ii) cost-tables that provide an indicative Project budget breakdown by year and budget line; (iii) the component and subcomponent-specific work plan proposals based on respective implementation reviews of the 2022 work plan, in particular the one related to the PMES.

-2-The following methodological approach is suggested to prepare and submit the 2023 Annual Work Plan and Budget to the AfDB and to the Project Steering Committee in a timely basis:

- a) Drafting and validation of the AWPB guidance note by **September 2022;**
- b) Drafting of the specific work plans for the components and subcomponents for 2023 by **October 2022;**
- c) Plenary sessions for presentations and discussions of each specific plan, including technical specifications needed for procurement to implement planned activities (Procurement, Finance, Administration and M&E) by **October 2022;**
- d) Compilation and validation of specific plans for all components and sub-components including procurement plans and budget by **October 2022;**

⁹ see the Logical Framework outlined in the Project Evaluation Report, 2017 and annexes 1 and 3 of the February 2022 Mid-Term AfDB Review Mission.

- e) Plenary session to finalize the 2023 AWPB and to submit to AfDB by **November 2022**;
- f) AfDB Review and No Objection by **December 2022**.

-3-This process should facilitate and anticipate the financial planning with a procurement plan and a projected disbursement plan according to the 2023 AWPB. This is critical to ensure regular and timely disbursements in the 2023 budget year. This enables inclusive and coordinated joint planning/programming between the different Project specialists. The PIM will therefore facilitate functional articulation between the annual work plans, the procurement and financial management plan and the M&E plan for which an outline analysis of the synergies between the subcomponents is attached in Annex I¹⁰. This should facilitate both the systematization of internal controls and regular reconciliations between field operations and financial and accounting operations.

-4-In addition, there is a need to update the enhanced internal control process to avoid penalizing the admissibility of requests for funds at AfDB level. Internal control will be established on a monthly basis under the joint responsibility of the Finance and M&E Officers and under the supervision of the Project Coordinator. This control will verify all monthly reports, including the financial report, in an overall summary note that analyzes the correlation between costs and the progress of field operations.

-5-A specific roadmap regarding financial and administrative management should be established before the end of 2022 and implemented in 2023, taking into account the recommendations made by the Mid-Term Review mission in February 2022.

-6-Furthermore, the logical **framework for the Environmental and Social Management (ESM)** needs to be updated and needs to be consistent with the Project activities. This needs to be specifically mentioned along with the level of relevance required in the previous work plans of the Project. The recruitment of an environmental and social management specialist and/or an agreement with a specialized institution is also urgently needed.

-7-The form and level of involvement of the Provincial Secretariat Agriculture staff through its different departments should be updated to strengthen opportunities for synergies of actions and minimize the risks of duplication and conflicts of competencies based on lessons learned in 2022. This will strengthen the knowledge management and functional interactions within the Project. The synergies of actions will be formalized and illustrated according to the attached charts in Annex II¹¹.

¹⁰ analysis of the synergies between the subcomponents based on the tables of requirements and synergies to be carried out between the subcomponents proposed by the different subcomponent Consultants.

¹¹ illustrative diagrams of the functional linkages between the sub-components of the Project.

-8-The composition of the PSC also needs to be updated considering the recent institutional developments. There is a need to propose mechanisms to strengthen the synergies of action between the Project and similar projects at national level¹².

-In addition to the Ministry of Finance in the PSC, the participation of the Ministries of Planning and Economy (MPE) is crucial. The Project result indicators must be facilitated and validated by the Ministry of Planning (National Institute of Statistics). Field visits by the PSC or at least the Ministry of Finance should be organized in Cabinda as soon as possible to enhance the visibility of the Project and facilitate the diligent disbursement of national funds.

The comparative advantages of strengthening the PSC can be summarized below:

- i. Improved capacity for dialogue with ministries, including finance, other development partners and all stakeholders;
- ii. Consolidation of results indicators to improve the visibility of the Project, specially to anticipate the preparation of the Project Evaluation in March 2024.

-The PIM proposes to strengthen the regular supervision of the Project by IDA, which is the supervising institution of the Project, and reciprocally the Project should strengthen its participation and contribution to the implementation of MINAGRIP's strategic plans and programs.

-At Provincial level, the functional synergies between the CPAVCD Project and other projects in Cabinda should be established based on a matrix indicating the possible points of complementarity in terms of specific objectives, activities, area of coverage and actors. The formalization of these synergies constitutes a prelude to the preparation of the Project Exit Strategy (PES) to be elaborated before the end of 2023¹³.

-Strengthening of the PSC, IDA supervision and provincial coordination is an important additional value for the Project in the context of the advocacy undertaken by the Project Coordination for the effective and diligent funds raising from the Angolan Government's contribution estimated at US\$20 million.

Similarly, study visits by Project staff and implementing partners should be included in the 2023 WPB.

-9-In addition, Project planning/programming process will be subject to a joint quarterly review before the completion of the quarterly report to assess the level of correlation between budget execution and physical execution of activities on the field.

¹² i.e. Market Oriented for Small Agricultural Producers Projects (MOSAPII and MOSAP III-MINAGRIP 2016,2022), CAPD (Commercial Agriculture Project Development, MINAGRIP-2021)

¹³ The Project Coordinator suggested to the International Consultant to propose an Exit Strategy Paper (ESP) of the project before 2024, considering its contribution to the Project's operational implementation and its background. The International Consultant has agreed to submit this proposal before the end of 2023.

-D-II- Implementation arrangements:

-1-The implementation of activities is the main pillar of the Project's modus operandi and will be derived from the quality of programming and effective coordination of the implementation of the 2023 WPB.

Given the institutional configuration of the Project at municipalities level referred to in point II of the PIM, the biggest challenge that the Project is facing to concerns the effective implementation, within the required timeframe of activities scheduled in accordance with the 2023 AWPB.

The result of activities will allow the update of the structuring of the value chains targeted by the Project.

-One of the Project implementation activities pillars is the viability of the Farmer Field Schools (FFS) implemented by diversifying the training curricula of actors and members of the FFS and accelerating their graduation¹⁴. The viability of “FFS” depends on the level of access to financial services to ensure a sustainable basis for the operation of the “FFS” around viable micro-projects before the planned closing of the Project in March 2024¹⁵.

-2-The level of viability of Component 2 (infrastructure) will allow a better orientation of future investments that improve the fluidity of trades, the quality and competitiveness of agricultural products in the Cabinda province. For instance, activities corresponding to the value chains targeted by the Project could become the focus of income generating activities for the 51,000 families, of which more than 60% are poor young people and women.

-3-Moreover, with the approach developed by the Project in terms of partnership with private operators, it is expected that this approach can continue beyond the duration of the Project. To this end, **the PIM proposes to formalize a Specific Partnership Agreements (SPA) with the demonstration centers before the end of 2022.**

-4-In view of these promising perspectives for the Project, the mid-term review mission has contemplated the recruitment of temporary staff whose profiles have neither yet been defined nor have they been posted in the past six month of 2022. The deadline for the recruitment of these personnel with the profiles defined by the specialist consultants in charge of the targeted value chains **must be before the end of 2022.**

-5-To facilitate the conduct of field operations, the following procedure are proposed to be put in place by the **end of October 2022:**

¹⁴ Training of trainers curricula for animal production (poultry, pigs and small ruminants) and fisheries (marine and inland fisheries) are being developed with the technical support of the International Consultant Agricultural Policy Advisor. The process should be completed by November 2022.

¹⁵ Cf February 2022 Mid-Term AfDB Review Mission's Aide Memoire.

- i. Prepare an assessment level and modalities for conducting activities in the field for each component and subcomponent in order to identify the internal linkages to be strengthened (see Annex I);
- ii. Establish specific modus operandi for each component and sub-component that reflects how to implement activities in the field.
- iii. Cross-reference specific modus operandi to identify points of convergence/articulation and/or overlapping activities (see annex II);
- iv. Establish a management framework for the supervision and conduct of activities, identifying **the participants, their roles and responsibilities, the deadline and location of activities**. This framework should be shared and validated in order to avoid risks of duplication of activities covered by different sub-components. This framework will serve as a roadmap for carrying out activities in the field. For each activity, the roadmap should indicate the periods, locations, and resources required, including logistics to ensure its execution.
- v. Geo-reference all activity locations and sharing the information to be integrated into the M&E system. The M&E system currently in place should be strengthened, particularly in terms of data collection and management.
- vi. Plan and make available in a timely manner the necessary financial resources based on the Financial Procedure's Manual and pre-established budget;
- vii. Conduct a quarterly review of the level of implementation of operations in the field.

The effective implementation of this procedure is critical to improve the Project disbursement rate compared to the current rate and the time remaining until the Project's expected closing date.

-6-The Project is also in the process of negotiating a Memorandum of Understanding (MoU) with the International Institute of Tropical Agriculture (IITA)/African Agriculture Transformation (TAAT) and has concluded service delivery agreements with private operators. The diligent implementation of these national and international agreements will be an important added value for the Project and depends, however, on the effective capacity to implement the activities in the field.

-D- III- Monitoring-Evaluation

-1-As mentioned in point II, one of the main challenges of the Project concerns its M&E System. In fact, the Project does not have a specific Monitoring and Evaluation Manual (MEM). The current system is limited to monitoring Project execution (activities and outputs/results). This mechanism must be completed by the establishment of an inclusive M&E mechanism based on a database and software system that includes all the dimensions of the project (crops, livestock, fishery value chains, administrative and financial management, environmental, nutritional, gender and social inclusion dimensions). In addition, this system should be supported by the National M&E System to be able to measure the impact of the Project on the National

Development Plan objectives (NDP,2022-2027). The Mid-Term Review Mission recommended the immediate strengthening of the PMES. **The main objective of the PMES** is to provide guidance: (i) to the Project Coordination at the strategic level and (ii) the Project Implementation Unit (PIU) at the operational level in order to make the proper decisions during the implementation process. In this regard, the PIM proposes the following outline for a specific PMES:

- i. The PMES will propose the updated system design (mechanism tools, activities) to be developed **before October 2022**. The PMES design will clarify the roles and responsibilities of the stakeholders of the system in the collection, processing, analysis and dissemination of data and on the results of the Project.
- ii. In this context the PMES will also develop the additional tools and procedures needed as well as the additional human, technical and financial resources needed to upgrade the current M&E system.
- iii. The PMES will be strengthened and supported on the one hand by the M&E system applied by the AfDB (see recommendations of the Mid-Term Review Mission) and on the other hand by the Central M&E Unit in the Ministry of Agriculture and Fisheries.
- iv. The PMES will clarify the responsibilities in terms of M&E according to the corresponding indicators established in the logical framework of the project from the Project Coordination to the level of Provincial Secretariate of Agriculture Departments (IDA, ISV, Fisheries, INCA) in each of the four municipalities in Cabinda. These indicators will be disaggregated for each of these levels. For example, at Project Coordination level, the table of impact indicators below, referred to in the project log frame and can serve as a guide:

Table 1. Indicative table of output/impact indicators

	Level 1: Project Coordination	Level 2: Project Implementation
Output/impact indicators	<ul style="list-style-type: none"> • Levels of achievement of project objectives (by component/sub-component) • Level of achievement of recommendations from supervision missions and periodic review, fiduciary reports (overall disbursements and by component and sub-component) • Administrative reports (management of personnel, goods and equipment, and project finance and administration) • Project performance indicators 	<ul style="list-style-type: none"> • Close and continuous monitoring of activities at the field level • Updated systematic disaggregation of activity, output and outcome indicators by component and sub-component and their differentiated analysis • Periodic collection of data disaggregated by sex, status of beneficiaries. • Gender and social inclusion strategy and its related indicators into the PMES to identify constraints to access

	<ul style="list-style-type: none"> • Situation of audit reports. 	<p>inputs and improved technologies developed by the project and increase women and youth access to skills and knowledge required for their autonomisation.</p> <ul style="list-style-type: none"> • Training on capacity building of the PIU including the staff of the Provincial Secretariat of Agriculture for better internalization of the PMES and the importance of having a database for monitoring and evaluation and a data management software system.
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-2-Data collection, recording, analysis, and reporting system must be inclusive and take into account indicators related to nutrition, environment, gender, and social inclusion. It will be based on a software mechanism created to record the outputs and track the progress of activities, the achievement of expected results, as well as the evaluation of the impacts of the Project. It should be also cross-referenced with that of MINAGRIP through the Directorate in charge of Studies, Planning and Statistics (GEPE) and the National Institute of Statistics (NIS/INE) of the Ministry of Planning, to ensure functional and institutional support of the PMES and to develop synergies and complementarities with other national systems.

-3-The PMES could foresee the digitalization of the targeted chains, in order to improve the project results, anticipating the implementation of a model based on e-agriculture (e-agriculture) by other MINAGRIP projects, such as MOSAP III and PDAC¹⁶. This approach could anticipate the extension phase of the project for which the PMES could serve as a support. Digital agricultural services can strongly contribute to the modernization and performance of the agropastoral, and fisheries chains targeted by the Project, while promoting resilient, inclusive and sustainable agri-food systems. This approach could be considered under the planned agreement with IITA/TAAT, at least in a second phase.

-4-In summary, the PMSE to be implemented will be articulated around three mechanisms:

- (i) The internal planning monitoring system, measuring the physical and financial implementation rates of the activities of 2023 AWPB;

¹⁶ CF footnote 12 page 7, item IV.1.

(ii) Monitoring of the log frame indicators to measure the achievement of the Project's outputs and outcomes;

(iii) Baseline studies, ad hoc surveys, and Project Impact Assessments (PIA).

-5-It is proposed to disaggregate the PMSE implementation responsibilities into two levels:

-The first level will be headed by a high-level staff that will ensure the establishment and coordination of the whole system, and the second level by an expert especially dedicated to the establishment and implementation of the data collection and management system for the project indicators. A detailed proposal for the mandate of the expert who will be responsible for the establishment and coordination of the PMSE is included in the Term of Reference established for the recruitment of the new M&E expert of the Project¹⁷. The M&E expert must be recruited through an accelerated procedure (fast-track procedure) regarding his importance and urgency for the further implementation of the Project. This expert will work under the direct supervision of the National Project Coordinator and in close collaboration with all PIU experts. The expert will work in close collaboration with the expert in charge of communication. The selection process for this expert should be as rigorous as possible, taking into account the precedents of the Project and the central role of this expert in the Project management.

-The M&E expert will develop standardized monitoring tables that will be made available to all project staff and operational partners. These tables will be an important part of the PMSE and will also be used for field data collection. A proposal has already been formulated in this regard by the National Consultant in charge of communication and IT.

-6-The PMES is essential in conducting the reporting process of the Project by making the reports available in the required time. The PIM proposes that on **the 25th of each month**, the monthly reports of the components and sub-components be submitted to the Coordination with a copy to the Monitoring and Evaluation Officer. **During the last day of each month**, reports should be consolidated by the M&E Officer and serve as the basis for the quarterly and annual Project reports. Timely reporting in the agreed standard format should be a performance indicator for each component and sub-component officer in charge and the field staff. The overall Project performance will be reviewed at quarterly Project staff meetings/reviews and will be formally monitored.

¹⁷ These terms of reference include the contributions of the International Consultant Policy Advisor formulated in draft 0 of the IMP.

-D-IV- Communication and Diffusion of Project Results:

-1-The present PIM proposes to include a communication component in the 2023 AWPB. The Project already has a communication strategy to be translated into an updated communication actions plan, considering the recent Project developments referred in the point III. A national consultant has already been recruited for this purpose. The terms of reference of this expert will have to be updated to avoid any overlapping between communication and the management of the project database and to ensure a functional complementarity between the two functions.

-2-The Project will reinforce its information sharing and knowledge management of activities and results through different communication tools, both at local and national levels. The information and advocacy campaigns will aim to promote the targeted value chains as “leverages” for income generating activities for the Project beneficiaries, with a particular focus on young people and women. The effects of the activities carried out to promote the targeted value chains, and in particular the promotion of “FFS”, should be disseminated at all levels. These actions will complement those already taken by the national IT expert and approved in a specific 2023 work plan to be developed¹⁸.

-3-A periodic (quarterly) newsletter may be published to strengthen the visibility of the Project. The content of this newsletter will be based on the monthly and quarterly activity reports of the Project's components and sub-components.

-The *communication* sub-component will take a key role in the Project visibility and advocacy campaigns, particularly about funds-raising from the national counterpart. The communication expert's work plan should include sensitization of Project stakeholders and partners, particularly the Steering Committee, to strengthen the dialogue with ministries, including the Ministry of Finances and other rural development partners. Similarly, communication tools in national and local languages in the Project area should be included in the work plan of the national expert. This consideration is particularly important regarding the valorization of local knowledge on the different activities of the Project in the process of “FFS” promotion.

-4-Sharing lessons learned, and in particular good practices dissemination is an integral part of the results-based management of the Project. It is also closely linked to the M&E process. The capitalization of results aims at the valorization of the experiences and good practices acquired by the Project, but it must also include the constraints registered and the corresponding measures of mitigation taken. Capitalizing on the Project's results allow for the progressive enhancement of its intervention strategy to achieve or improve its results, but also to facilitate the formulation of new AfDB operations in Angola, including a possible extension of the Project. -Indeed, capitalizing on lessons learned will allow (i) to conduct a critical reflexion on the Project's

¹⁸ The IT/Communication Consultant should submit the 2023 specific action plan for IT/Communication before October 2022 (see item IV-1).

interventions, (ii) to support the dissemination of good practices and successes, (iii) to share experiences with other projects and partner institutions at local and national levels.

-E- IMP's next steps:

-1-As noted in the introduction, this version of the PIM is considered at this step as a **“working document”** and will be formally shared at the Project level.

-2-For a second step, the document will be submitted to the Management of the AfDB and to IDA for consideration and validation. Therefore, the document will be included in the formal Project reference documents.

-The PIM will then be translated into concrete actions on a roadmap basis and included in the Project's progress reports. This road map will be monitored by the Project Coordination and integrated into the overall Project Management. The PIM will be periodically revised as a result of CPAVCD Project Team Work.

-F-ANNEXES:

-F-1-Analysis of the Synergy Tables between the components and sub-components of the CPAVCD Project¹⁹

-This note follows the presentations of the first draft of the CPAVCD Project Implementation Manual (IMP), held in Luanda and Cabinda. One of the proposal of the MIP is the preparation and presentation of the Project's Work Plan and Budget for 2023 (WPB) before December 2022²⁰.

-To this end, it was established that the strengthening of functional synergies between the components and sub-components of the Project is the pillar to facilitate the timetable implementation.

-These synergies complement the terms of reference defined in the contracts of the Consultants for the different Project's sub-components.

The synergy proposals necessary to elaborate the 2023 specific work plans of the different sub-components were submitted by the respective Consultants.

-A first overall analysis of such proposals enables the formulation of the following indications, in order to facilitate the process of preparing the Project Work Plan and the corresponding Budget for 2023 (WPB-2023).

-Based on the tables provided, the different subcomponents of the Project can be grouped into three (3) complementary categories:

- (1) Sub-components directly related to field operations (**Infrastructure, Crops, Livestock, Fisheries**)²¹,
- (2) **Administrative and Financial sub-components** backing-up field operations (**Procurement, Finance/Logistics**)²²,
- (3) **the crosscutting sub-components (Credit²³, Monitoring and Evaluation, ICT/Communication).**

-(1)- Sub-components Infrastructure, Crops, Livestock and Fisheries (Category 1):

¹⁹ Mamoudou Diallo International Consultant, Agricultural Policy Advisor.

²⁰ 2022 WPB was presented in May 2022.

²¹ Crops chain includes food crops and commercial crops. Infrastructures includes « social » infrastructures and « productive » infrastructures. Livestock chains includes poultry, pig, and small ruminants and Fish chains includes artisanal fishery and aquaculture.

²² Logistics reports to Administration/Finance. Given its impact on the execution of field operations, logistics was considered separately in order to anticipate the dispositions to be taken to ensure the timely implementation of the activities planned for 2023.

²³ Sub-component managed by World Vision under a specific agreement signed with the Project.

-In order to facilitate the preparation of the specific work plans for the sub-components of category (1) and in accordance with their terms of reference, the different managers should take into account and add in their work plans for each of the activities planned in 2023 the following information:

- (i) -**Technical specifications** required for the acquisition of the goods/equipment and the execution of the works necessary to carry out each of the planned activities when these activities require it (**October 2022**);
- (ii) - **Terms of reference** of the Consultants²⁴ if the activity requires external expertise (**October 2022**);
- (iii)-**Estimated comparative costs of goods and works** where required by the planned activity (**October 2022**);
- (iv)- **Availability of the goods/equipment** and company in the national or international market (**October 2022**);
- (v) **Timeframes** required for the delivery of goods/equipment or the execution of works/studies related to the activity (**October 2022**)²⁵.

-2- Sub-component "Procurement":

In order to facilitate the development of the specific work plans of the different sub-components, the "Procurement" Officer should transmit to the Consultants of the sub-components (category 1) the following information:

- (i) - **Specific recommendations based on lessons learned in 2022** in terms of "Procurement" for each of the above 5 points and for each of the subcomponents (**September 2022**);
- (ii) - **The compliance of the specific plans** submitted by the sub-component consultants with the procedures required by the Project Procurement Manual (**November 2022**);
- (iii) - **The consolidated overall procurement plan for 2023** of the sub-components based on the specific plans for submission and approval (**November 2022**);
- (iv) - **The list of the tender, specific contracts** for the follow-up of the requests for approval within the planned deadlines (**January to December 2023**);
- (v) -**The contracts monitoring implementation** within the required timeframe with the Consultant of each subcomponent and **the Financial Services Officer** under the overall supervision of the Project Coordinator (**January-December 2023**).

²⁴ Terms of Reference for the activities included in the MoU with IIAT/TAAT are already defined.

²⁵ Project Coordination or Officers of Finance and Procurement sub-components can provide assistance in gathering this information.

- (vi) **Periodic reports** on the level of execution of the different contracts, including "warning indicators" and proposals for corrective actions, if necessary, regarding possible delays and/or discrepancies in the execution of the contracts **(January-December 2023)**.

-III- Administration/Finance Sub-Component :

-To facilitate the formulation of the sub-component specific work plans, the sub-component Administration/Finance Officer should transmit to the Consultants of the different sub-components the following information:

-(i) **Recommendations in terms of finance/administration** based on the lessons learned in 2022 for each of the above five points for each of the subcomponents **(September 2022)**;

- (ii)- **Indications of the budget available in 2023** by budgetary item and disbursement procedures in accordance with the Project's Financial Procedures Manual **(September 2022)**;

-(iii)- **Disbursement plan based on the specific plans** submitted and in accordance with the expenditure items and funding sources (funds from the AfDB loan and/or national counterpart funds (Angola's national budget) **(Oct 2022)**;

-(iv)- **Compliance of the disbursement requests** with the Project's disbursement plan and procedures including "warning indicators" and proposed corrective measures, if necessary, regarding possible delays and/or discrepancies in the execution of disbursements **(Jan-Dec 2023)**;

-(v)- **Periodic disbursement reports (January-December 2023)**

(vi)- **Results of internal financial controls**, in particular disbursements deviations from disbursement forecasts **(January-December 2022)**;

(vii)- **Recommendations from the periodic financial reports** to share with the sub-component consultants (January-December 2023).

-III- Logistics²⁶:

To facilitate the further development of the specific work plans and under the supervision of the Head of Finance/Administration, the Officer for Logistics should transmit to the Consultants of the subcomponents the following information:

-(i) **Overall status (list by category) of vehicles, equipment and work materials** available and in operating order **(September 2022)**

²⁶ Given the extent of equipment and other purchases, specific synergies related to logistics were considered in the IMP. Therefore, specific terms of reference for the logistics officer are attached to the Project Implementation Manual.

-(ii) **Annual management and maintenance plan for Project vehicles, equipment and materials**, including recurring costs incurred for maintenance **(September 2022)**

-(iii) **Status of available support staff (drivers) (September 2022)**

-(iv) **Periodic reports on logistics management and monitoring**, including “warning indicators” to avoid the risks of overlapping mobility needs in the framework of the execution of specific work plans and to mitigate the impact of emergencies **(January to December 2022)**.

-IV- Credit :

-Although this sub-component is managed by World Vision under the agreement signed with the Project, the impact of credit actions on the other sub-components is important. This is whereby the Credit component is taken into account in the internal synergies to be strengthened at the Project level.

-In addition to the terms of the agreement and in order to facilitate the preparation of the overall Project work plan, the Credit Officer should provide the other sub-components the following information:

-(i)- **Specific Credit plan planned in 2023, (October 2022);**

-(ii) **lessons learned from credit activities** carried out in 2022 **(September 2022);**

-(iii) **Inter-relationships²⁷ between activities** planned in the Credit's 2023 annual work plan and those planned in the specific plans of the other sub-components **(September 2022);**

(iv) **Periodic progress reports on credit activities**, including “warning indicators”, with proposals for synergies between the credit sub-component and the different sub-components **(January-December 2023)**.

-V- Monitoring and Evaluation :

-As stated in section III-3- of the Project Implementation Manual, M&E is the main pillar for Project implementation.

To facilitate the development and execution of the overall project work plan for 2023, the Monitoring -Evaluation Officer shall, within its terms of reference, provide the following information to the other sub-components:

-(i) - **Specific recommendations in terms of Monitoring and Evaluation based on lessons learned in 2022** for each of the above 5 points and for each of the subcomponents of the Project **(September 2022);**

²⁷ It concerns the interactions between the credit activities and the different sub-components activities.

- (ii) -**Updated architecture of the Project's Monitoring and Evaluation System (MES)** (organization, mechanism tools, activities) that will be developed **(October 2022)**.

-(iii)- **Compliance of the Activities and Outcomes Indicators** in the Project's specific plans submitted by the Consultants **(November 2022)**;

- (iv)- **Data collection, recording, analysis and reporting system** that must be inclusive and take into account data that allows for the consolidation of indicators related to environment, gender and social inclusion, **(October 2022)**

- (v)- **Specific training plan on the SMA** for (i) the Project Implementation Unit (PIU) including the Provincial Secretary of Agriculture staff **(October 2022)**

(vi)- **Deadlines for the subcomponent specific reports and the 2023 quarterly and annual reports** of the Project **(October 2022)**,

(vii)- **Assessment of the overall Project performance** in 2023 based on the 2023 quarterly and annual reports (January--December 2023).

-V- ICT/Communication :

-As mentioned in section III-3-3 of the Project Implementation Manual, an IT sub-component will be included in the AWP 2023. The communication strategy elaborated in 2021 will be translated into an updated Communication Action Plan considering recent Project developments.

-To facilitate the development and execution of the 2023 AWPB, the IT/Communication Consultant should, as part of its mandate, provide the following information to the other sub-components:

-(i)- **IT/Communication 2023 plan** based on lessons learned from the execution of the overall Project work plan in 2022 **(September 2022)**;

-(ii)- **Timelines required for the development of Project newsletters, publications** and other visibility materials **(September 2022)**;

-(iii)- **Technical note on the functional articulations between the Project M&E System (MES) and the Communication Plan** **(October 2022)**;

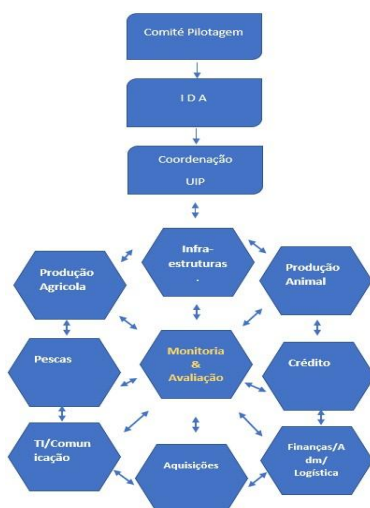
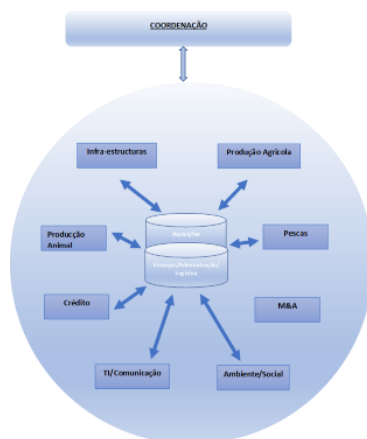
-(iv)- **Plan for capitalization and expansion of the Project's results** at the provincial and national levels **(October 2022)**.

-(v) **Assessment of the Project's overall performance in 2023 in term of IT/ Communication** based on quarterly and annual reports **(December 2023)**.

Therefore, the process of drafting specific plans for the different subcomponents should be initiated in **September 2022**.

F-2- Diagrams illustrating the linkages between the Project's sub-components:

Pré-
requisitos e
sinergias
funcionais ao
nível do
projecto



Configuração
geral do
projecto e seus
órgãos de
governança

-F-3-Proposed Terms of Reference Logistics Officer :

Under the direct supervision of the Administrative and Financial Manager and the general supervision of the National Coordinator:

- Elaborate the 2023 annual plan for logistics;
- Provide logistical support for the implementation of project activities (training workshops, meetings, missions, etc.) with the support of the Administrative and Financial Officer;
- Manage the project inventory of goods, supplies and consumables.
- Performing logistical and administrative monitoring of vehicles (logbook completion, technical visit alerts and repair monitoring) and analyzing their usage together with the Administrative and Financial Manager;
- Keeping a log for each vehicle:
- Complete the tracking list and manage the movements of vehicles and personnel;
- Participate in updating the project's inventory list of materials and equipment;
- Ensure a monthly verification based on the dashboards, of the vehicles consumptions and alert the Administrative and Financial Manager and the project coordination about possible problems detected;
- Analyze the needs and anticipate stock shortages;
- Participate in updating the security plan including an analysis of the security context, measures to be taken according to the evolution of the situation, a security or medical evacuation plan, and a list of emergency contacts;
- Prepare a monthly, quarterly, semi-annual and annual logistics report