



**Submission date:** April 13, 2012

**GEF PROJECT ID:** 4720

**GEF AGENCY PROJECT ID:** 616345

**COUNTRY(IES):** Angola

**PROJECT TITLE:** Land rehabilitation and rangelands management in small holders agropastoral production systems in Soutwestern Angola

**GEF AGENCY(IES):** FAO

**GEF FOCAL AREA(S):** LD

**A. PROJECT PREPARATION TIMEFRAME**

Start date of PPG	May 2012
Completion date of PPG	April 2013

**B. PROPOSED PROJECT PREPARATION ACTIVITIES (\$)**

Describe the PPG activities and justifications: The PPG will finance the following activities in order to allow for the detailed design of the fully developed project:

i) Stakeholder consultations to collect recommendations and inputs for project design, validate result framework, raise awareness on the project, and insure local and provincial project ownership and political support; ii) Technical data analysis and studies including but not limited to: a) policy and institutional analysis with review and identification of constraints that affect the mainstreaming of land degradation (LD) technologies and approaches into local and national rural policy sector; b) assessment and identification of viable options trough establishment of transhumance route level plans and agreements; c) identification of traditional and current practices for implementing land rehabilitation approached in agro-pastoral sector; d) identification of existing options to define specific budgetary provisions to be implemented by national and decentralized administrations for up-scaling Sustainable Land Management (SLM) into Agro-Pastoral Systems; e) Initial country/area specific assessment to identify cost and methods to be supported by the project including identification of topics, implementation approach and associated costs for the establishment of Agro-Pastoral Field Schools (APFS) promoting the adoption of SLM practices; f) exact definition of opportunities for collaboration and synergies with ongoing programs and activities to facilitated that the proposed SLM practices are adopted by farmers beyond the actual project intervention area as part of an up-scaling strategy mainstreaming the approach in existing policies and programmes.

The main outputs that will contribute to the preparation of full project document (FPD) will consist in relevant baseline data and information collected during the preparation period, workshop reports, consultants' analysis and cost/efficient proposals. The final product will be the detailed design of project components, including Results Framework, budget allocations and financial mobilization, risk and mitigation analysis, stakeholder analysis, cost effectiveness analysis of different execution options and agreement on detailed execution scheme with which the FAO-GEF Project Document and the CEO Endorsement Request will be prepared. The LD tracking tool will also be completed.

<b>List of Proposed Project Preparation Activities</b>	<b>Output of the PPG Activities</b>	<b>Trust Fund</b>	<b>Grant Amount (a)</b>	<b>Co-financing (b)</b>	<b>Total c = a + b</b>
1. Local stakeholders analysis and capacities needs assessments for the design of the planning component (component 1)	<p>1.1 Socio economic conditions and stakeholder analysis with particular emphasis on farmers and pastoralist organizations and customary associations and identification of different approaches for their integration in land management (LM) partnerships with local governments considering inclusion of women.</p> <p>1.2 Capacity needs assessment of the <i>Ministério do Ambiente (MA)</i>, <i>Ministério da Agricultura e do Desenvolvimento Rural e das Pescas (MINANDER)</i>, and provincial governments in participatory LM planning schemes and land degradation (LD) assessment. Strategy for capacity building based on learning-by-doing.</p> <p>1.3 Analysis of actual management approaches in place for best feeding strategies, and valorization of localized food systems and existing best practices</p> <p>1.4 Analysis of existing best practices for rangelands agreements between farmers and herders, risks related to conflicts and behavior of different local groups, and traditional versus modern land-use rights. Proposal of gender sensitive approach to the development and implementation of rangeland agreements</p> <p>1.5 Analysis of alternatives for integrated rangeland management plans and livestock feeding strategies based on existing policies and experiences, including i) gender analysis and participation; ii) indigenous customary uses and requirements and their inclusion into management schemes; iii) acceptance of proposed solutions by stakeholders (in collaboration with Activity 3)</p> <p>1.6 Detailed design of component 1 including: a) description of component activities; b) output and outcome indicators and their baseline and inputs for the AMAT tool; c) detailed budget for component activities and sources of financing; d) options for arrangements for component implementation; and e) risk analysis for successful implementation at national and local level including mitigation measures</p>	GEFTF	30,720	35,000	65,720

<p>2. Technical study and assessment of existing activities for the design of the rangeland rehabilitation component (component 2)</p>	<p>2.1 Assessment of methods to improve herd management sustaining agro-pastoral productive services in selected rangeland ecosystems taking into consideration existing pastoralist strategies</p> <p>2.2 Diagnostic of beef production value chain and identification of actions for its improvement ensuring participation of women and indigenous groups (funded through co-financing)</p> <p>2.3 Assessment of best practices and lessons learned for ecosystems based rehabilitation using native species and seeds available on local markets</p> <p>2.4 Design of participatory monitoring system adapted to local condition, with a particular focus on rangeland biodiversity and vegetation cover assessment as indicators for LD processes taking into consideration UNCCD indicators</p> <p>2.5 Analysis of options and methods selected for the creation of “<i>mise en défens</i>” areas for strategic livestock feeding, pasture improvement, and land / biodiversity conservation</p> <p>2.6 Topics for the preparation of APFS modules on SLM identified at an initial stage taking into consideration country/area specific issues</p> <p>2.7 Key transhumance sub routes to be included in improved herd management activities through APFS identified in collaboration with national and local institution</p> <p>2.8 Detailed design of component 2 including: a) description of component activities; b) output and outcome indicators and their baseline and inputs for the AMAT tool; c) detailed budget for component activities and sources of financing; d) options for arrangements for component implementation; and e) risk analysis for successful implementation at national and local level including mitigation measures</p>	<p>GEFTF</p>	<p>41,710</p>	<p>55,000</p>	<p>96,710</p>
<p>3. Detailed baseline analysis for mainstreaming SLM into agricultural and environmental sector policies and programmes (component 3)</p>	<p>3.1 Analysis of strengths and weaknesses of existing coordination activities / existing mechanisms for cross sector coordination / inter-institutional collaboration in the implementation of SLM strategies, and proposal for their strengthening through synergies and collaboration with the present project</p> <p>3.2 Gap and opportunity analysis of national and regional policy and legislation related to agricultural and pastoral areas for mainstreaming of SLM and at least two concrete policies and/or programs identified for revision</p> <p>3.3 Analysis of options for increased investments strategies aiming at increasing investment and diversifying financial resources for SLM and for the establishment of specific budgetary provision within local/national government</p> <p>3.4 Detailed design of component 3 including: a) description of component activities; b) output and outcome indicators and their baseline and inputs for the AMAT tool; c) detailed budget for component activities and sources of financing; d) options for arrangements for component implementation; and e) risk analysis for successful implementation at national and local level including mitigation measures</p>	<p>GEFTF</p>	<p>32,340</p>	<p>40,000</p>	<p>72,340</p>

4. Stakeholder consultations	4.1 Inception workshop report with an agreed work plan and recommendations to be considered in project design from local and national decision makers 4.2 Validation workshop reports at a national and local level summarizing comments and recommendations on proposed project design	GEFTF	22,190	100,000	122,190
5. Analysis of execution options and assessment of fiduciary standards	5.1 Agreement on cost effective institutional arrangements, defining specific roles and responsibilities for specific outputs of project partners and their support to project implementation including Ministério do Ambiente (MA), Ministério da Agricultura e do Desenvolvimento Rural e das Pescas (MINANDER), Governo provincial do Namibe, Governo provincial do Huila, Governo provincial de Benguela 5.2 Assessment of fiduciary standards of the executing agencies and agreed action plan for mitigation of eventual fiduciary risks.	GEFTF	6,740	30,000	36,740
<b>Total Project Preparation Financing</b>			133,700	260,000	393,700

#### C. FINANCING PLAN SUMMARY FOR PROJECT PREPARATION GRANT: (\$)

	Project Preparation	Agency Fee
Grant Amount	133,700	13,370
Co-financing	260,000	
<b>Total</b>	<b>393,700</b>	<b>13,370</b>

#### D. PPG AMOUNT REQUESTED BY AGENCY(IES), FOCAL AREA(S) AND COUNTRY(IES)<sup>1</sup>

Trust Fund	GEF Agency	Focal Area	Country Name/ Global	(in \$)		
				PPG (a)	Agency Fee (b)	Total c = a + b
GEF TF	FAO		Angola	133,700	13,370	147,070
<b>Total PPG Amount</b>				<b>133,700</b>	<b>13,370</b>	<b>147,070</b>

#### E. PPG BUDGET

Cost Items	Total Estimated Person Weeks for Grant (PW)	Grant Amount (\$)	Co-financing (\$)	Total(\$)
Local consultants *	54	54,600	100,000	154,600
International consultants*	13.5	28,700	20,000	48,700
Travel		39,600	40,000	79,600
Workshops		10,800	100,000	110,800
<b>Total PPG Budget</b>		<b>133,700</b>	<b>260,000</b>	<b>393,700</b>

\* Annex A for Consultant cost details should be prepared first before completing this table. See notes on Annex A for the required detailed information. This table is the sum of all local and international consultants presented in Annex A.

## F. GEF AGENCY(IES) CERTIFICATION

This request has been prepared in accordance with GEF policies and procedures and meets the GEF LDCF criteria for project identification and preparation.

Agency Coordinator, Agency Name	Signature	Date (Month, day, year)	Project Contact Person	Telephone	Email Address
Charles Riemenschneider Director, Investment Centre Division Technical Cooperation Department FAO Viale delle Terme di Caracalla 00153, Rome, Italy		April 13, 2012	Caterina Batello, Team leader AGPME, FAO Department of Agriculture and Consumer Protection Rome, ITALY	+3906 5705 3643	Caterina. Batello@fao.org
Barbara Cooney FAO GEF Coordinator Email: <a href="mailto:Barbara.Cooney@fao.org">Barbara.Cooney@fao.org</a> Tel: +3906 5705 5478					

**Annex A**

**Consultants Financed by the Project Preparation Grant (PPG)**

Type of Consultant	Position / Titles	\$/ Person Week <sup>1</sup>	Estimated PWs <sup>2</sup>	Tasks to be Performed
National	Socio-economical / Agropastoral Specialist	900	16	<p>(a) Analysis, collection of data and information regarding: i) local socio-economics assessment; ii) capacity needs assessment of local and national project partners; iii) analysis of best livestock feeding strategies and valorization of localized food systems; iv) option for the IGETI (Improved Gender Equity on Territorial Issues) approach on negotiated agreements between farmers and herders taking also into consideration indigenous peoples needs; v) analysis of alternatives for rangeland management plans</p> <p>(b) Prepare component 1 of the FSP, annexes information, and indicators (component activities, AMAT tool, unit budget, options for arrangements for component implementation, risk analysis and mitigation measures, etc)</p> <p>(c) Participation in relevant workshops and meetings</p>
National	FFS/ Agropastoral specialist	1200	20	<p>(a) Prepare a technical study review analyzing: i) existing improved herd management to be included in FFS activities and best FFS practices in place; ii) support to the initial identification of topics for the preparation of APFS modules on SLM basing on country/area specific assets to identify cost and implementation methods to be supported by the project; iii) methods in place for ecosystems based rehabilitation using native species and basing on market's seed availability; iv) adapting existing participatory monitoring system to local conditions; v) propose M&amp;E indicators and monitoring methods for rangeland rehabilitation taking into consideration AMAT tool, UNCCD indicators, and Focal area strategy (to be inserted in component 4 delineation).</p> <p>(b) Analysis, collection of data and information regarding: i) methods for the creation of "<i>mise en défens</i>" areas for strategic livestock feeding, pasture improvement, and land and biodiversity conservation; ii) identification of key transhumance sub routes to be included in project activities</p> <p>(c) Prepare component 2 of the FSP, annexes information, and indicators (component activities, AMAT tool, unit budget, options for arrangements for component implementation, risk analysis and mitigation measures, etc)</p> <p>(d) Participation in relevant workshops and meetings</p>

International	APFS specialist	2000	2	<p>(a) Initial identification of topics and main bottlenecks and opportunities that will influence implementation approaches and costs related to the preparation of APFS SLM curriculum, modules and implementation strategy to be supported by the project: identification of tools for mainstreaming SLM in capacity building in pastoral and agricultural sectors; identify options for enhance sustainability of the use of resources in the area; provide inputs based on experiences from other areas or countries; definition of specific capacity building needs.</p> <p>(b) The international consultant will contribute to the curriculum preparation within the component 2</p>
National	Policy/ Institutional specialist	900	18	<p>(a) Support organization and participate to the inception and validation workshops and produce an inception workshop report</p> <p>(b) Analysis, collection of data and information regarding: i) existing coordination in the implementation of SLM strategies and production of proposal for new coordination mechanisms to be established; ii) analysis of existing rangeland/ transhumance policy approaches; iii) proposal for a national (high level) mechanism aiming at coordination in SLM technologies and approaches application trough synergies with existing programs and projects; iv) options for increased investments strategies.</p> <p>(c) Prepare component 3 of the FSP, annexes information, and indicators (component activities, AMAT tool, unit budget, options for arrangements for component implementation, risk analysis and mitigation measures, etc)</p>
International	Development / M-E expert	1600	2	<p>Technical analysis of proposed measures (particularly from reports in activities 1-3) and plans to address priority threats including the following outputs:</p> <p>(a) Contribution to the preparation and coherence of the project baseline</p> <p>(b) Definition of project monitoring indicators and finalization of the LD AMAT tracking tools in collaboration with national consultants (particularly agropastoral specialist in activity 2 for UNCCD indicators and Focal area strategy to be inserted in component 4 delineation).</p>
International	Financial management / Analyst	2,000	4.5	<p>(a) in coordination with national institution, the FAO Representation, the FAO-GEF Unit, and project design technical specialist, the consultant will be responsible for filling-in and monitoring the financial sections of any documentation required by GEF and/or FAO to obtain the GEF agency clearance and the GEF CEO Endorsement, considering the assessment of fiduciary standards of the executing agencies and agreed action plan for mitigation of eventual fiduciary risks.</p>

International	Project design technical specialist	2,500	5	<p>(a) In close consultation with FAO staff provide overall conceptual guidance to the MA, and MINANDER, in preparation of the FSP in compliance with GEF LD focal area results framework and priorities as well as provision of specific inputs where needed, participate in critical milestone activities during project preparation</p> <p>(b) Preparation of options for project management and execution arrangements in consultation with MA, MINANDER and FAO</p> <p>(c) Preparation of complete risk analysis and mitigation measures</p> <p>(d) Definition of cofinancing scheme through discussion with local and national partners as well as with international partners</p>
---------------	-------------------------------------	-------	---	--

<sup>1</sup> Provide dollar amount per person week.

<sup>2</sup> Provide person weeks needed to carry out the task



### Project Preparation Activities

The proposed activities for the project preparation phase are described in more detail below. Depending on the PPG activity consultants will work either in varying team compositions and/or individually. All information will be collected for the Namibe, Huila and Benguela provinces pastoral areas, unless differently identified. The outputs from these activities will be i) consultants reports and analysis prepared to be used during project formulation (including definition of AMAT indicators, description of components and activities, risk and mitigation options, and unit costs for the budget) and ii) the preparation of the project's technical components and project final documents. Consultancies for the preparation of the technical studies have been identified and detailed in Annex A.

#### Activity 1. Local stakeholders analysis and capacities needs assessments for the design of the planning component (component 1)

The outputs from this activity will be a series of analysis aiming at supporting the preparation of project's technical component 1 and the preparation of elements for project proposal under the guidance of the project design technical specialist and FAO staff.

1.1 A data collection phase will include the gathering of local information regarding socio-economics assessment for sustainable resources use, gender roles, conflicts between herders and farmers (and existing/in place options for strategies to solve conflicts), potential civil society partners, and assessment of the social sustainability of agropastoral practices. Socio economic conditions and stakeholder analysis will give emphasis on farmers and pastoralist organizations and customary associations to identify different approaches for their integration in LM partnerships with local governments considering inclusion of women.

1.2 Capacity needs assessment of MA-MINANDER, and provincial governments regarding: a) participatory LM planning schemes including participatory planning and negotiated agreements (ex. IGETI methodology); and b) systematic assessment of degradation processes and causes using internationally recognized methods (ex. the LADA methodology). As well, a strategy for capacity development based on learning-by-doing APFS method will be developed.

1.3 Analysis of actual management approaches in place into the development sector for the valorization of localized food systems, for the improvement of existing food systems, as well as for best practices for the reconstruction of healthy food chains at a local level.

1.4 Analysis of existing methods for implementing rangelands agreements between farmers and herders (taking into consideration countries with similar conditions and the local experiences). This analysis will include the risks related to conflicts and behavior of different local groups, and traditional versus modern land-use rights. Options and proposal of gender sensitive approach for the development and implementation of rangeland agreements will also be explored. The agreements will be developed and designed basing on existing approaches guaranteeing project long term sustainability such as *Jango Pastoril* basing on result from the project *Programa de apoio ao sector pecuário familiar do sul de Angola* (PAPEFSA) implemented by EU. The Jango is an effective method to secure livestock raising and to confront issues related to land-use by farmers and agropastoralists, proposing solutions to an inter-municipal (or transhumance path scale) commission in place for conflict resolution. Collaboration with the Terra project (GCP /ANG/045/SPA) will explore methods for securing pastoral land use and land access to pastoralists and improving the institutional framework developed for the community reinforcement of existing land rights (also supporting component 2 of the project).

1.5 Analysis of alternatives for integrated rangeland management plans and livestock feeding strategies based on existing policies and experiences, including i) gender analysis and participation; ii) indigenous customary uses and requirements and their inclusion into management schemes; iii) acceptance of proposed solutions by stakeholders (taking into consideration knowledge and understanding of LD induced threads). The activity will be realized in collaboration with the FAO project *Apoyo a las instituciones gubernamentales para la mejora de la gestión de la tenencia y administración de la tierra y los recursos naturales, en las provincias de Huambo y Bié* (GCP /ANG/045/SPA) and results will be fed into study of activity 2.

1.6 Under the guidance of the project design specialist the preparation of elements for FSP component 1 will include preparation of: i) description of component activities ii) proposal for result framework; ii) output and outcome indicators and for indicators for AMAT tools; iii) description of component and activities; iv) unit costs for budget

preparation, detailed budget for component activities and sources of financing; v) options for arrangements for component implementation; and vi) risk analysis for successful implementation at national and local level including mitigation measures. The final result of this activity will be the component 1 of the FSP fully prepared in GEF format.

#### Activity 2. Technical assessment of existing activities assessments for the design of the rangeland rehabilitation component (component 2)

The outputs from this activity will be a technical study aiming at supporting the preparation of project's technical component 2 and the preparation of elements for project proposal based on the guidance of the project design technical specialist and FAO staff. In the framework of the preparation of the component 2 one study will include different results by analyzing strengths and weaknesses of current pastoral and transhumance activities as well as alternative SLM and/or traditional practices as well as acceptance of proposed technical solutions by stakeholders. Activities from 2.1 to 2.4 will allow to compare traditional and current practices for LD mitigation and rehabilitation as well as to review lessons learned to be inserted into FFS/APFS curricula. The activity from 2.5 onward will allow to design the component 2 of the project. In details the study will cover the following activities:

2.1 Assessment of existing improved methods for herd management to be included in FFS activities and best FFS practices in place to guarantee wide integration of livestock with crop production along transhumance routes taking into consideration existing pastoralist strategies, and potential for improving existing FFS methods and adapting it to socioeconomic and environmental conditions through experimenting and using inherent capabilities of FFS to be improved basing on on-the-job learning processes.

2.2 Diagnostic of existing methods in place and options for improving beef production value and value chains ensuring women and indigenous groups participation and women involvement taking into consideration the use of the IGETI methodology (activity 1.2). The activity will be entirely financed through co-financing.

2.3 Assessment of best practices and lessons learned for ecosystems based rehabilitation using native species and traditional practices including current work in improved crops and varieties as well as availability of local and improved seeds within local market. The present study will also list opportunities for increasing the long term sustainability of the FFS approach and on technologies for ecosystem rehabilitation, also basing on the already successful schemes in place in the country.

2.4 Design of a participatory monitoring system adapted to local condition, with a particular focus on rangeland biodiversity and vegetation cover (indicators for species and vegetation development stages) assessment as indicators for LD processes. This will take into consideration UNCCD indicators as well as other internationally recognized assessment tools. The participatory monitoring and adaptive management of land resources should be focused in increasing local indigenous leadership and strengthening farmer-herders relations.

2.5 Examples and methods for "*mise en défens*" areas establishment will be examined and a selection of best practiced focusing on for strategic livestock feeding, pasture quality improvement, and biodiversity increase as well as current community options for guardian and caretaking activities will be realized to be used during project implementation.

2.6 Initial identification of bottlenecks and opportunities related to selection of topics during the preparation of APFS curriculum and modules on SLM including the identification of tools for mainstreaming SLM in capacity building in pastoral and agricultural sectors, the use of resources and information gathered from other areas or countries, and the definition of specific capacity building needs. The activity will receive strong input through an internationally recognized consultant expert in APFS involved in various FAO activities in other regions. The international consultant will strongly contribute to the curriculum preparation

2.7 Basing in previous result and in collaboration with local stakeholders, civil society, and institutions, identification of key transhumance sub-routes to be included in project activities and to be included in improved herd management activities through APFS.

2.8 Under the guidance of the project design specialist the preparation of elements for FSP component 2 will include preparation of: i) description of component activities ii) proposal for result framework; ii) output and outcome indicators and for indicators for AMAT tools; iii) description of component and activities; iv) unit costs for budget preparation, detailed budget for component activities and sources of financing; v) options for arrangements for component implementation; and vi) risk analysis for successful implementation at national and local level including mitigation measures. The final result of this activity will be the component 2 of the FSP fully prepared in GEF format.

### Activity 3. Detailed baseline analysis for mainstreaming SLM into agricultural and environmental sector policies and programmes (component 3)

The outputs from this activity will be a technical data collection aiming at supporting the preparation of project's technical components 1 and the preparation of elements for project proposal based on the guidance of the project design technical specialist and FAO staff. The collection of information will be realized based on guidance from FAO Angola office and in strict collaboration with local and national government staff at a policy and decision making level and will relate to the on the following topics:

3.1 Analysis of strengths and weaknesses of existing mechanisms for cross-sector coordination in the implementation of FFS-based outreach SLM strategies and inter-institutional collaborative mechanism. Basing on lessons learned and best practices, a proposal for new coordination mechanisms to be established will also be produced. The existing projects and programmes related to pastoral areas in Namibe, Huila and Benguela regions as well as national existing FFS activities will be analyzed so that a list of strongly technically biased possible collaboration and a list of possible activities will be prepared. This will help to identify details of collaboration with at least two partner projects and/or national/provincial Governmental programs to be actively involved in FSP activities and to expand the areas of activity through collaboration and partnership.

3.2 Gaps and opportunity analysis of existing rangeland/ transhumance policy approaches including a revision of national / regional policies related with a special focus on LD and SLM in grazing and pastoral areas and analysis of existing mechanisms for the incorporation of SLM into policies and/or programmes taking into consideration results from field activities (implemented under component 2) and for the increased adoption of SLM by farmers and herders through APFS. The objective will be to identify at least two concrete policies and/or programs to be revised throughout the mainstreaming of SLM. The analysis will be based on existing documents as well as gathering of information from policy/decision-maker regarding the policy implementation level.

3.3 Analysis of options for increased investments. Particularly, existing options for investment/budget plans will be studied to be able to select best observed methods in the country in the definition of specific budgetary provisions under the umbrella of MA and MINANDER;

3.4 Under the guidance of the project design specialist the preparation of elements for FSP component 3 will include preparation of: i) description of component activities ii) proposal for result framework; ii) output and outcome indicators and for indicators for AMAT tools; iii) description of component and activities; iv) unit costs for budget preparation, detailed budget for component activities and sources of financing; v) options for arrangements for component implementation; and vi) risk analysis for successful implementation at national and local level including mitigation measures. The final result of this activity will be the component 3 of the FSP fully prepared in GEF format.

### Activity 4: Stakeholder consultations

Stakeholders consultations will be organized by the FAOREP office with the support of the institutional expert consultant, and will envisage the participation of the complete national project team.

4.1 An inception workshop will be held once the working team is in place (approximately after two months from the starting of the PPG project phase) that will include 40 to 60 representatives of the major institutional stakeholders at national, provincial, and local levels as well as private sector and civil society stakeholders representatives. The lead technical officer of the project will also participate. The main objective will be to introduce the project, propose a work plan and solicit inputs and support during the PPG period. The inception workshop will also serve as vehicle to facilitate the inclusion of invited policy makers, researchers and technicians with expertise and knowledge on pastoral areas or SLM that complements the expertise of the preparation team. The main output will be a workshop report including initial agreements on project preparation and work plan.

4.2 A series of local and national level validation workshops including project partners and governmental actors, and interested stakeholders including indigenous community's representatives, will be organized based on needs after the finalization of the FSP draft document (two months before the end of the PPG phase). During those workshops the draft of the project proposal will be presented and the following information will be discussed: i) endorsement of project logical framework and comments; ii) endorsement of list of results and tentative budget plans; iii) validation of institutional arrangements; iv) confirmation of co-financing envelope and final signature and agreement of funds arrangement; v) comments for improvements and other recommendations on proposed project design. The activity will be maintained but cost sharing arrangements will be applied to ensure strong support from cofinancing.

## 5. Analysis of execution options and assessment of fiduciary standards

5.1 Agreement on cost effective institutional arrangements, defining specific roles and responsibilities for specific outputs of project partners and their support to project implementation including Ministério do Ambiente (MA), Ministério da Agricultura e do Desenvolvimento Rural e das Pescas (MINANDER), Governo provincial do Namibe, Governo provincial do Huila, Governo provincial de Benguela

5.2 Assessment of fiduciary standards of the executing agencies (including procurement, investigations function and hotline and whistleblower protection, external audit, disclosure, ethics) and agreed action plan for mitigation of eventual fiduciary risks.