United Nations Development Programme

Annotated Project Document template for projects financed by the various GEF Trust Funds

<table>
<tr><td colspan="3">Project title: Sustaining Ecosystem Restoration in Angola’s Extended Central Plateau</td></tr>
<tr><td>Country:
Angola</td><td>Implementing Partner (GEF Executing Entity): Ministry of Environment (National Institute for Biodiversity and Conservation (MINAMB/INBC)</td><td>Execution Modality: Assisted NIM</td></tr>
<tr><td colspan="3">Contributing Outcome (UNSDCF/CPD, RPD, GPD):
Outcome 3: Environment and resilience of the vulnerable population</td></tr>
<tr><td colspan="2">UNDP Social and Environmental Screening Category:
Substantial</td><td>UNDP Gender Marker:
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<tr><td colspan="2">UNDP PIMS ID number: 9643</td><td>GEF Project ID number: 11123</td></tr>
<tr><td colspan="3">LPAC meeting date: TBD</td></tr>
<tr><td colspan="3">Last possible date to submit to GEF: 29 June 2024</td></tr>
<tr><td colspan="3">Latest possible CEO endorsement date: 29 January 2025</td></tr>
<tr><td colspan="3">Project duration in months: 84 months</td></tr>
<tr><td colspan="2">Planned start date: 1 April 2025</td><td>Planned completion date: 31 March 2032</td></tr>
<tr><td colspan="2">Expected date of Mid-Term Review (MTR) submission to the GEF: 31 March 2028</td><td>Expected date of Terminal evaluation (TE) submission to the GEF: 30 September 2031</td></tr>
<tr><td colspan="2">Expected Operational Closure Date: 30 June 2031</td><td>Expected Financial Closure Date: 31 December 2031</td></tr>
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Brief project description: Brief project description:

The project objective is to generate multiple durable global environmental and socioeconomic benefits (i.e., biodiversity conservation, climate resilience and transboundary hydrological flow security) through sustained application of integrated and innovative approaches to restore degraded ecosystems and improve management of land in the "east African water-towers" of Angola's Extended Central Plateau (ECP). The ECP is set to experience increasing agricultural development in conjunction with Lobito Corridor development. Finance for restoration and conservation in Angola is limited under current policies. The project directly addresses this through activities within the ECP to prevent further degradation, address current degradation, promote conservation and develop an innovative system of financial mechanisms to fund restoration and conservation into the future. The project will conduct on-the-ground activities in five Project Sites: Mount Moco, Upper Cubango basin in Tchicala-Tcholohanga, Upper Cuito River basin, Upper Lungue-Bungo (Zambezi basin), and Cameia wetland National Park resulting in main GEF targets are as follows:

- 145,000 ha of National Park under improved management (GEF Ind 1.2)
- 11,200 ha of land and ecosystems under restoration (GEF Ind 3)
- 8,500 ha of productive land under improved practices (GEF Ind 4)
- 3,281,939 tCO2-e of direct carbon sequestered, or emissions avoided in the sector of Agriculture, Forestry, and Other Land Use (GEF Ind 6.1).
- Directly impact for 12,707 people through livelihood benefits and resiliency, (6585 of whom are women and 6122 are men). Due to the scaling up strategy, indirect beneficiaries are anticipated to be tenfold.

Improved management (watershed management) and monitoring will occur in both the Okavango (OKACOM) and Zambezi River basins (ZAMCOM) in partial fulfillment of objectives under Strategic Action Programmes of OKACOM and ZAMCOM

FINANCING PLAN

GEF Trust Fund grant	USD 14,378,899
(1) UNDP TRAC	USD 28,000
(2) Total Budget administered by UNDP	**USD14,406,899**
(3) Total confirmed co-financing to this project not administered by UNDP	USD229,250,000
(4) Grand-Total Project Financing (1)+(2)	**USD 243,656,899**

SIGNATURES: ***NOTE: IF THE PROJECT DOCUMENT IS IN FRENCH OR SPANISH, THE FINAL PROJECT DOCUMENT MUST BE CLEARED BY THE RTA BEFORE SIGNATURE.***

Signature: *print name below*	**Agreed by Government Development Coordination Authority**	**Date/Month/Year:** *within 6 months of GEF CEO endorsement*
Signature: *print name below*	**Agreed by Implementing Partner**	**Date/Month/Year:** *within 6 months of GEF CEO endorsement*
Signature: *print name below*	**Agreed by UNDP**	**Date/Month/Year:** *within 6 months of GEF CEO endorsement*

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Acronyms

ANAGERO	National Agency for the Management of the Okavango Region
AK	Angolan Kwanzas
ARCTF	Angolan Restoration Conservation Trust Fund
BIOFIN	The Biodiversity Finance Initiative
CACS	Conselhos Provinciais e Municipais de Auscultação e Concertação Social
CBFM	Community-Based Forest Management
CBI	Climate Bond Initiative
CDM	Clean Development Mechanism (UNFCCC – Kyoto Protocol)
COP	Conference of the Parties
CoP	Community of Practice
CSR	Corporate Social Responsibility
CUVECOM	Cunene and Cuvelai river basins
DNA	National Directorate for Waters
DNAP	National Directorate for Agriculture and Livestock
DPAPP	Provincial Directorate for Agriculture, Livestock and Fishery
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Program
FACRA	Angolan Venture Capital Fund
FADA	Agrarian Development Support Fund
FAO	Food and Agriculture Organizations of the United Nations
FFS	Farm Field School
FGC	Fundo de Garantia de Crédito
DNAAC	Directorate of Environment and Climate action (under MCTA)
GABHIC	Office For the River Basin Management of Cunene, Cubango and Cuvelai
GCP	Global Child Project
GDP	Gross Domestic Product/Good Distribution Practice
GEBs	Global Environmental Benefits
GEF	Global Environment Facility
GHG	Greenhouse Gas
GIS	Global Information System
HDI	Human Development Index
HICI	High-Integrity Carbon Market Initiative
IDA	Institute of Agrarian Development
IDF	Institute for Forestry Development
IFAD	IFAD-funded 'Climate Risk Assessment (CRA)
IFC	International Finance Corporation
INBC	National Institute for Biodiversity and Conservation

IP	Indigenous People
ISV	Institute for Veterinary Services
IUCN	International Union for Conservation of Nature
LAR	Lobito Atlantic Railway Corridor
LDN -TsP	Land Degradation Neutrality Target Setting Programme
MAT	Ministry of Administration
MEP	Ministry of Economy and Planning
MINAGRIF	Ministry of Agriculture and Forestry
MCTA	Ministry of Culture, Tourism and Environment
MINAMB	Ministry of Environment
MINEA	Ministry of Energy and Water
MoLD	Ministry of Local Development
MRV	Measuring, Monitoring, Reporting and Verification
OKACOM	Permanent Okavango River Basin Commission
PANCOD	National Action Programme to Combat Desertification
PES-F	Payment for Ecosystem Services Facility
PIF	Project Identification Form
RAP	Resettlement Action Plan
RFP	Request for Proposals
SADC	Southern African Development Community
SEP	Stakeholder Engagement Plan
SES	Social and Environmental Standards
SESA	Strategic Environmental and Social Assessment
SESP	Social and Environmental Screening Procedure
SLM	Sustainable Land Management
SOBA	Traditional authority
SPV	Special Purpose Vehicle
UNDP	United Nations Development Program
ZAMCOM	Zambezi River basin

I. DEVELOPMENT CHALLENGE

The Angolan Extended Central Plateau (ECP) is remarkably biodiverse. The landscape is dominated by Angolan Miombo (dry-forest) vegetation, including rare and threatened Afromontane forests, grasslands, woodlands and different types of wetlands – all of which harbour globally significant biodiversity.[1] Moreover, ECP includes the headwaters of several regionally significant rivers, including the Okavango, Zambezi and Cuanza rivers, which are important for the livelihoods of millions of households in Angola and beyond. Additionally, high quality peatlands have been recently discovered in Angolan highlands around the headwaters of the Okavango River (upper Cuito basin), creating opportunities for biodiversity and carbon capture projects (Annex 21 contains more detailed context and background).

Unfortunately, these landscapes and the ecological services that they render are threatened by improper and unregulated land use, such as unsustainable production practices resulting from population growth, increasing per capita consumption patterns, limited livelihood options and unplanned settlement expansion (including poor agricultural practices resulting in land degradation and inappropriate grassland burning for rangeland), unregulated extractions of forests for timber and coal. For example, Figure 1 shows the fire frequency for grassland burning in key intervention areas of A) Moro do Moco; B) Upper Cubango basin; C) Upper Cuito Basin; D) Luengue-Bongo (upper Zambezi) Basin; and E) Cameia national park. In the case of Cameia National Park, the past 20 years have seen over 60% of the 1,400,000-ha park burned each year. In the case of Moro do Moco, of the 27,000 ha intervention zone (including the special reserve area), approximately 12,000 ha are burned annually. This represents significant threats to the limited Afromontane Forest cover in addition to harvesting for charcoal. While burning may be limited in some intervention areas, this can represent a major problem for sensitive ecosystems. In the upper Cuito basin, while the population is limited, significant burning (120,000 ha annually) occurs over approximately 90% of the peatland areas each year.

Land degradation is primarily associated with unsustainable farming practices and is extensive in both the Huambo and Bié provinces and increasing in Moxico. The Project Site focused on in this project (Figure 1) include Mount Moco (A) and Upper Cubango watershed (B) in Huambo; and Upper Cuito basin (C), Upper Luenge-Bongo (D) and Cameia Wetlands (E) in Moxico. Up to 90% of the farming population are smallholders, many of whom lack basic means for improving productivity of their land, so they resort to practices that degrade land and forest resources, including land clearance. Poverty is prevalent in the farming communities, prompting unsustainable practices in a bid to move out of the poverty cycle. According to FAO, the prevalence of stunting in children under 5 years old has increased in Angola from 29.2% to 37.6% between 2012 and 2017.[2] Women play a disproportionately important role in agriculture yet have limited ability to make a change or enhance their situation. In 2022, 38.3% of the women in rural areas worked in agriculture, which represented approximately 53% of the agricultural workforce in 2017. However, they have limited access to resources such as land, credit and technology which hinders their ability to improve their situation (See Barriers Annex 21).[3]

[1] Republic of Angola (ed). 2019. 6th National Report on Biodiversity in Angola and Scope of AICHI Goals 2011-2020. National Directorate of Biodiversity. Luanda

[2] FAO (2018) *The State of Food Security and Nutrition*,

[3] AfDB, 2008, Angola -Country Gender Profile; African Development Bank/Fund; World Bank Group, 2019, Angola: Systematic Country Diagnostic Creating Assets for The Poor

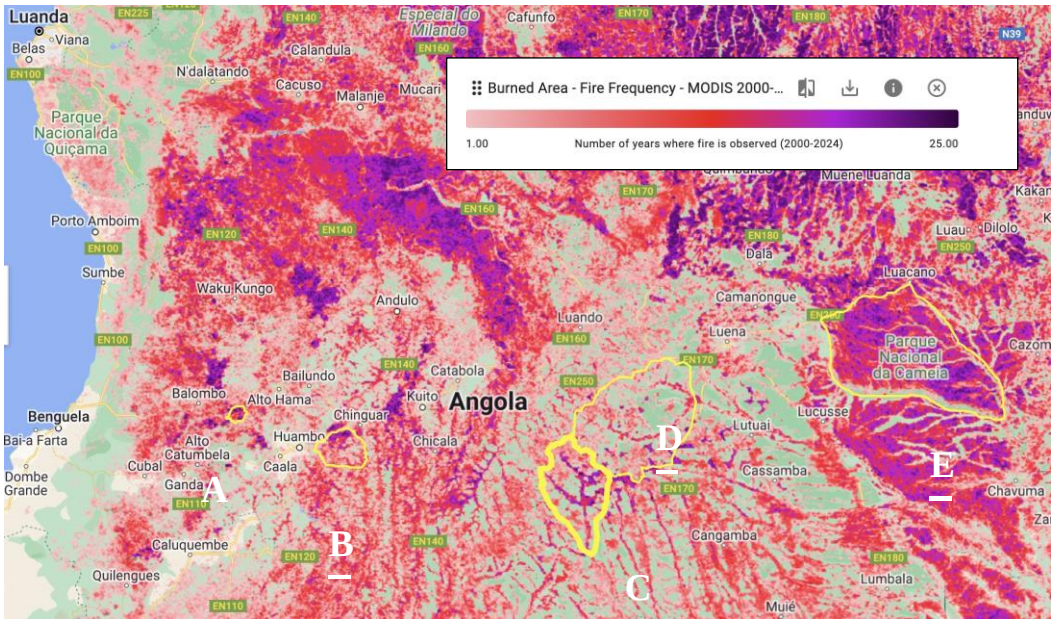


Figure 1 Fire Frequency (Source: MCD64A1: MODIS/Terra and Aqua Burned Area Monthly L3 Global 500 m SIN Grid V 6.1)

While population pressures will place increasing demands on the ecosystems (e.g., fertility rate in Angola is 5.1[4]), one of the greatest threats to the ECP landscape will be the additional pressure from the agricultural expansion associated with the Lobito Corridor development, which is linked to railway infrastructure snaking through mineral- and oil-rich lands of Angola, the DRC and Zambia. SADC has noted that the overall investment planned for the corridor is over $30 Billion US. In addition to mineral and oil investments, the Angolan government views the Lobito Corridor as a key area for achieving their goals laid out in the the National Grain Plan (PLANAGRÃO)[5] and the National Plan for the Promotion and Development of Livestock (PLANAPECUÁRIA). The ECP project is strategically placed to promote agricultural and forest development through conservation agriculture and sustainable land management techniques and planning (Annex 21).

Climate change will have increasing impacts on the ECP with rising temperatures and less rainfall in the dry season, resulting in vegetation cover loss. This will cause increased erosion during the wet season. Temperatures are set to increase by 1.2 to 3.2°C in 2060 and rainfall is projected to lower by 20% in the dry season.[6] This has impacts on both the ecosystem and those who depend upon it. In 2015, many shallow water wells dried up, and south-eastern Angola suffered from rainfall levels that were 20 to 40% below average. [OBJ] In addition, Angola is ranked as one of the most vulnerable countries to climate change at the global scale and least prepared to address it.[7]

Angola is still recovering from economic, social and/or political instability, which continues to place pressure on ecosystems. This is compounded with slow social progress while trust in institutions is rebuilt. Annex 21 details challenges and barriers to restoration and conservation which this project addresses, including incoherence between line ministries and a discord between central decision making and Provincial and Municipal authorities related to land ownership under the 1992 Land Law (Law 21-C/92). The creation of community cooperatives and land tenure decisions remains the purview of central government often not reflecting the reality on the ground. For example, only 8000 people in the Province of Moxico belong to any form of legal cooperative. Moreover, there remains limited technical capacity at both the planning level and community level to plan and apply conservation agriculture techniques, despite gains and capacity building benefits from previous projects. Indeed, this project will build on the advances made by the GEF-MINAMB-FAO project (GEF 10256) to build capacity at CETAC and further improve national access to planning through the creation of open access web-based SLM planning tools. As identified in its

[4] World Population Dashboard, UNPFA, www.unfpa.org
[5] Plano para o Fomento da Produção de Grão (https://governo.gov.ao/noticias/674/economia/no-ambito-do-planagrao)
[6] Using CPR 4.5 scenario
[7] Out of 181 countries Angola ranked 132 in terms of vulnerability, but 154th in terms of adaptability and 175 in terms of readiness. See ND-GAIN index. http://gain.nd.edu

National Climate Action Plan, financial constraints for financing restoration and conservation persist with no effective mechanisms to direct private investment into projects aligned with its environmental and sustainability goals. There is a growing interest in Angola with respect to a PES credit project, especially with carbon credits, as noted by Minister of Finance, Dr. Vera Esperanca dos Santos Daves de Sousa, and Minister for the Environment, Dr Ana Paula Luna de Carvalho Pereira, in a recent Carbon Credit conference (24 April 2024). Likewise, access to finance for local farmers, particularly women, to improve their production is limited at best, despite the government's commitment to raise USD 90 million for Fundo de Garantia de Crédito (FGC) and Agrarian Development Support Fund (FADA). These funds would provide capital for the agricultural sector and SMEs; however, there is a severe lack of financial literacy at the local level to absorb this infusion of financing and manage it effectively to expand value chain activities in the agricultural sector. Additionally, gender inequity remains a huge problem in stimulating sustainable agriculture to address overall poverty concerns. This is particularly true in terms of access to financing and land.

The ECP project aligns well with national priorities including (amongst others):[8]

- **Intended Nationally Determined Contribution** (INDC), released by Angola in 2015 for COP-21, which prioritizes the implementation of adaptation measures in the agricultural sector, as well as for the forest, biodiversity and national resource sectors. Under the UNCCD, Angola has committed to reducing the rate of land degradation by 50%; restoring 50% of degraded lands; and promoting good land-use practices including sustainable agriculture for 80% of rural families amongst other targets.

- **National Strategy and Action Plan on Biodiversity** (NBSAP)**.** Released in 2019, the NBSAP, outlines the Angola's objectives in relation to UNCBD framework. The project is consistent NBSAP, and the National Action Plan for Adaptation (NAPA) and with the main national objectives, in particular those related to biodiversity and agricultural practices. (Sec III of NBSAP) Under the Kunming-Montreal Global Biodiversity Framework (KMGBF) Target 2, Angola aims to "ensure that by 2030 at least 30% of areas of degraded terrestrial, inland water, and coastal and marine ecosystems are under effective restoration". Angola is a party to the CBD, and in 2015 had set targets committing by 2025 to restore a) 1 million ha of degraded forests, b) 1000 ha of degraded wetlands and aquatic ecosystems and c) 5000 ha of degraded pasture lands.

- **Angolan National Adaptation Plan** (NAPA), launched in July 2015. The NAP process is supported by the GEF-founded NAP Global Support Program (NAP-GSP) and seeks to facilitate effective medium and long-term climate change adaptation planning, which includes contributing to the development of SLM planning tools and capacity building.

- ***National Development Plan (PDN).*** In 2018, Angola's LDN target was mainstreamed into the National Development Plan (2018-2022), which includes Angola's Voluntary LDN targets under the UNCCD and developed through the Land Degradation Neutrality Target Setting Program (LDN-TSP). This commitment was reinforced in the National Development Plan (2023-2027) as priority 31.1.1.[9] The PND is the main instrument that promotes sustainable management of landscapes to address land degradation and enhance SLM concepts in agriculture and forest management.

- **Land-use management and spatial planning.** The Angola ECP project considers and supports implementation of the "Spatial Planning Law" or LOTU (3/04). The process of developing SLM Planning for target Project sites will involve provincial and municipal planners to help provide capacity for them to undertake their planning under the Spatial Planning Law.

In designing this proposal, extensive stakeholder consultations took place from January to May 2024. Over 209 people were interviewed (172 men ;89 women) were either interviewed or involved in participatory meetings organised by the project, including a design workshop that was held in Luanda in February 2024. Beyond the diverse stakeholders who participated in workshops and attended project presentations, the stakeholders

[8] For more details see Annex 21 – policy coherence.
[9] Plano de Desenvolvimento Nacional 2023-2027, Angola. Available from https://mep.gov.ao/assets/indicadores/angola2050/20231030(3)_layout_Final_Angola_PDN%202023-2027-1.pdf

consulted represent a broad variety within the relevant areas of work, provinces and types of organisations: academia (1), CSOs (2), governments (20), international organisations (8), NGOs (16) and the private sector, and the communities of Etalula, Kanjonde and Catabula (where 52 men and 37 women participated in focal groups) (See Annex Stakeholders).

II. STRATEGY

The Angola ECP project aims to generate global environmental benefits within the wider project zone of the ECP. It has been designed around GEF-8 programming objectives for Ecosystem Restoration and Land Degradation Neutrality (LDN) concepts, allowing for measurable targets for sustainable land management and promoting a response hierarchy of measures to avoid and reduce degradation of land combined with measures used to reverse past degradation as laid out in the UNCCD 2018-2030 Strategic Framework.[10] The Theory of Change (Figure 2) outlines the underlying concepts linking the problems and challenges present in Angola's ECP areas, the main barriers and the solutions needed to address them. See Annex 22 for details concerning outcomes, outputs and activities that have been developed.

GEF incremental financing will be employed across four substantive components to address the key challenges with a multipronged strategy. The focus will be to advance restoration and conservation in the ECP and provide leverages for scaling up activities across Angola as a whole.

The project is delivered through four main components (See Annex 22 for a detailed discussion of the outcomes, outputs and activities):

Component 1

- **Promoting enabling conditions for scaling ecosystem restoration through informed inclusive and coherent policy, planning instruments, incentives and multi stakeholder structures;**

  This component will address underlying challenges including land tenure, practices related to grassland burning and use of peatlands; multi-stakeholder planning and use of spatial tools and addressing gender inequities.
  Outcome 1.1 (#1) National and sub-national policies and regulatory frameworks are harmonized and advanced for improved policy coherence and enhanced implementation enabling SLM.
  Outcome 1.2 (#2) Ecosystem governance is improved through multi-stakeholder (local communities, private sector, academia, public sector) dialogue and support structures (committees, Communities of Practice) for policies that enable scaling of resources for effective ecosystem restoration.
  Outcome 1.3 (#3) Analytical capabilities improved to enable assessment, planning, prioritization and M&E of status, vulnerabilities, impacts and benefits of ecosystems and restoration actions (including capacity for data collection and evaluation for ecosystem services, and development of GIS data base with national level information, amongst others).

- Component 2**Undertaking work at Project Sites to promote innovations and benefits of ecosystem restoration and Sustainable Land Management (SLM);**

  Outcome 2.1 (#4) Landscapes in Angola are restored, conserved, or under improved land management using integrated multi-stakeholder SLM planning interventions; and investments are producing GEBs and supporting Local Communities. Targeted landscapes in Angola are restored, conserved or under improved land management use, through improved land manage practices and developing financial literacy to help absorb investments integrated multi-stakeholder planning interventions; consider gender-specific roles and

[10] UNCCD 2018–2030 Strategic Framework, Decision 7/COP.13 UNCCD, September 2017. available at https://www.unccd.int/sites/default/files/relevant-links/2018-08/COP21add1_SF_EN.pdf; See also Cowie, A. *et al.* (2018) Land in the balance: The scientific conceptual framework for Land Degradation Neutrality, *Environmental Science and Policy*, 79, 25:35.

support women's involvement in decision-making; and have investments that are producing GEBs and supporting LCs.

The targeted landscapes have been selected based on their i) biodiversity and/or ecosystem services significance, ii) potential to avoid significant degradation iii) potential for either ecosystem restoration and rehabilitation, emission reduction and/or to improve livelihoods, iv) potential for scoping carbon projects or biodiversity projects for long-term sustained financing, and, importantly, v) areas where existing initiatives are taking place, or scheduled to take place, so that GEF financing can be synergistic for scaling up activities. The sites will undergo SLM planning and implementation with a goal to achieve GEBs and build awareness for scaling up. Component 2 has been designed to enhance activities and products developed under Components 1 and potential funding under 3 by ensuring their practical application. As such, Project Sites under component 2 will partner with (or align with) on-going and future projects outside this project to enhance GEBs and reduce the investment risk for GEF (See Partnerships).

Component 3

- **Promoting capacity to leverage sustainable financing to promote and scale up and scale out SLM and global environmental benefits;**

This component focuses on developing readiness in Angola to pursue long-term sustainable financing for restoration and conservation projects in the area of carbon and biodiversity credit markets; de risking investments in Angola's nature sector through recommendations for financial safeguarding and governance systems; emphasising financial literacy in the agricultural sector for SME in farming and logistical services through communities of practice; and, mentoring and capacity building for restoration and conservation projects and monitoring/measuring, reporting and verification methods for potential future carbon and/or biodiversity credit projects through Communities of Practice. Note, the financial capacity and readiness developed through Component 3 will help scale up on-the-ground activities under Component 2;

Outcome 3.1 (5) Institutional capacity and readiness developed to leverage sustainable financing, including through bonds, and carbon and biodiversity credit projects.

Outcome 3.2 (6) Increased technical and financial capacity in restoration practitioners to leverage resources for ecosystem restoration and regenerative practices (through Communities of Practice)

Component 4

- **Knowledge management for mainstreaming SLM.**

This component will provide cross cutting knowledge building to increase capacity and promote a culture of SLM planning at the local, provincial levels (supporting outcomes 2.1) and national levels as well as internationally through involvement with the GCP. Focus will be given to support financial literacy training of SME in the agricultural sector through Communities of Practice (Outcome 3.3) and Farm Field Schools (Outcome 2.1) to scale up regenerative and conservation agriculture in Component 2. It also includes targeted training, peer to peer learning, and study tours to support outcome 3.1 and 3.2. It will also ensure gender mainstreaming throughout the project.

Outcome 4.1 (7) Increased awareness and promotion nationally and internationally on management systems and financing for ecosystem restoration and improved management of productive lands, including gender mainstreaming and empowerment of women.

Outcome 4.2. (8) A dynamic and interactive platform for the exchange of knowledge, learning and technical assistance to promote multi-stakeholder dialogue and connectivity for the facilitation of project development and learning.

The project builds up on lessons learned through:

- The agricultural community planning conducted in "Sustainable Land Management in Target Landscapes in Angola's Southwestern Region" (GEF 9798). In particular, the use of spatial technology for agricultural planning developed with CETAC will be extended and capacity instilled at MINAMB/INBC;
- Conservation techniques in dry landscapes piloted the development and implementation of integrated land-use planning tools for the management of landscapes. This was embedded in the planning of the

neutrality mechanism through the “Land and natural resource degradation neutrality and community vulnerability reduction in selected Miombo and Mopane Ecoregions of Angola (Okavango and Cunene River basins)” (GEF 10256); and,

- Value chain approaches to community development undertaken in the UNDP project “Promotion of Sustainable Charcoal in Angola through a Value Chain Approach” (GEF 5719), which sought to decrease forest depletion through improving the value chain associated with charcoal production.

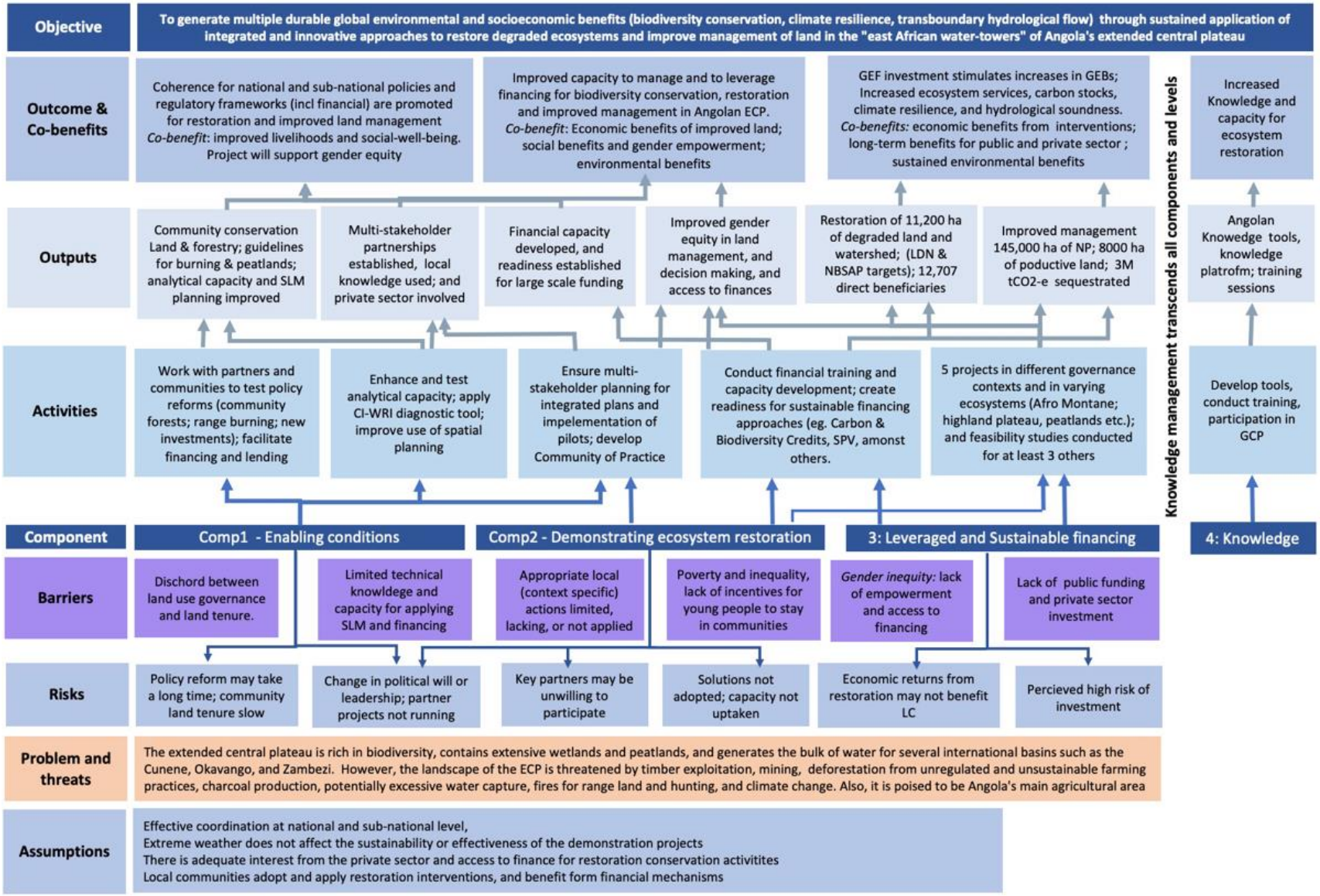


Figure 2: Theory of Change for ECP Project

III. RESULTS AND PARTNERSHIPS

Expected Results*:*

Annex 22 details the activities, outputs and expected outcomes under each component for the ECP Project. In brief, through a multi-pronged approach, the Angola ECP project is anticipated to:

- Promote SLM to avoid degradation and maintain ecosystem service key areas of the ECP in Moxico Province and improve the conditions of affected ecosystems and communities in Huambo Province. This is achieved through SLM planning and implementation in selected project sites (Component 2). It directly addresses Strategic Objective 1 and 4 (improve biodiversity and address climate change) of the UNCCD 2018-2030 Strategic Framework and addresses the objectives of GEF Ecosystem Restoration and Food Systems Integrated Programs with co-benefits associated with Biodiversity and Climate Change Focal Areas.

  The key Project Sites where on-the-ground intervention will occur include:

  i) Mount Moco - Landscape Afromontane (Huambo province), (28,500 ha);

  ii) Cubango waterheads in Tchicala-Tcholohanga (Huambo province) (160,000ha);

  iii) Upper Cuito River basin, (Moxico province), 517,000 ha, Okavango Basin.

  iv) Lungue-Bungo River system (Moxico Province), Zambezi Basin 1,107,000 ha;

  v) Cameia National Park wetlands and surrounding areas (Moxico province), 1,600,000 ha (the Park is 1,445,000ha), Zambezi Basin.

  vi) Conduct scoping and feasibility studies to prioritize at least three additional nature valuation and restoration projects in the ECP. One of them being restoration of ecosystem services in the Upper Kwanza River (Bié Province) for downstream users to develop a PES Water-Fund. Others will involve forest restoration and management in Huambo Province (not identified on Figure 3).

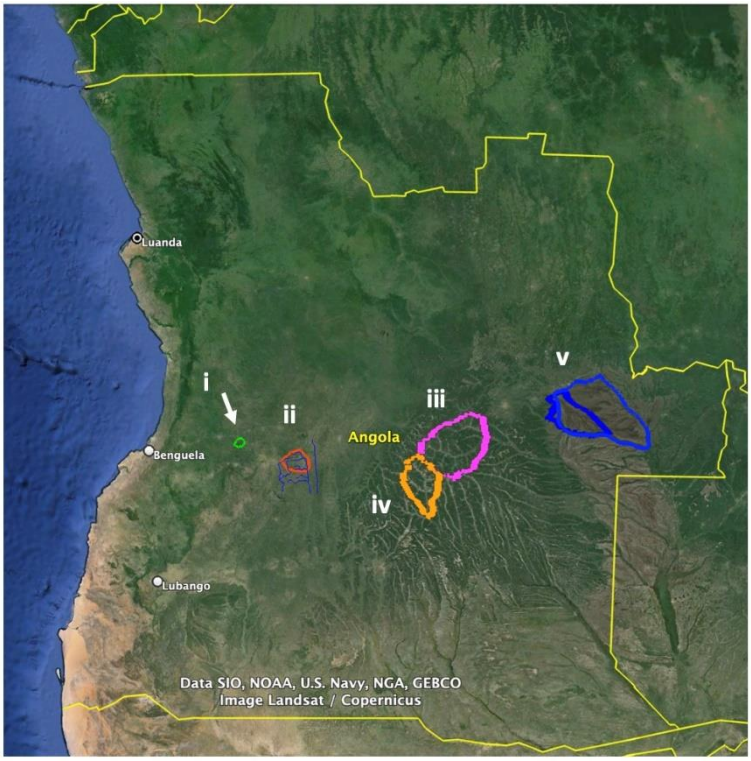


Figure 3 Intervention sites (See Annex 3)

- Coordinate with the UNDP BIOFIN, UNDP High Integrity Carbon Market Initiative, Climate Bond Initiative, Nature Finance, amongst others, to help develop capacity and readiness for nature financing and align opportunities for private sector investments to sustain restoration, conservation and SLM activities well beyond the life of this project through the development of novel financing mechanisms unique to Angola. Under Component 3, a roadmap and recommendations will be developed for Angola to engage in Carbon and/or Biodiversity Credit Markets as well as building capacity for "de-risking" investment through financial safeguards and transparent financial governance. This responds to GEF-8's emphasis on sustained financing and directly addresses the UNCCD 2018-2030 Objective 5 to mobilize public and private sector financing;
- Add to overall global understanding and management of restoration and improved landscape practices by exchanging experiences and learning with other projects through the Global Coordination Project (GCP). It builds capacity nationally for SLM and restoration planning and projects through training (Component 4) and implementation of SLM Planning in project site locations (Component 2). This addresses UNCCD emphasis on establishing systems for sharing information, knowledge and capacity-building.
- Improves governance mechanisms and enabling conditions within Angola to address land degradation and promotes restoration of ecosystems and conservation by facilitating the creation of cooperatives and advancing community forests (Component 1). It also advances inclusive governance through multi stakeholder dialogues and decision-making under SLM Planning and implementation (Components 1 &2). This directly addresses UNCCD Strategic Objective 2 by empowering local people, especially women and youth, in participatory decision-making.
- Advances gender equity in design, decision-making and implementation through highlighting women's cooperatives and access to land and micro-credit; targeted training, including financial literacy and capacity development; and empowerment in decision-making through multi-stakeholder SLM planning (All Components). This project directly applies methods and recommendations from the UNCCD Gender Action Plan;[11] and,

[11] UNCCD Gender Action Plan (2018). Available https://www.unccd.int/sites/default/files/documents/2018-01/GAP%20ENG%20%20low%20res_0.pdf

i) Advances local community benefits through facilitating the process of creating cooperatives and promoting community forests and land (Component 1 and 2); ensuring transparency of benefits of biodiversity and carbon credits and having them returned to communities equitably (Component 3); and improving local income through alternative sources and improved value chain of agricultural products (Component 2).

The anticipated longer-term outcomes will address the key problems and threats linked to climate change as well as the promotion of the ECP as the agricultural centre for Angola (which may inadvertently encourage an increase in unsustainable land-use practices). The specified medium-term project outputs, along with partner projects, are designed to achieve the needed outcomes as the partner projects provide a built in scaling up approach to complement GEF funded activities, and other environmental and socio-economic drivers.

Agreement on intellectual property rights and use of the logo on the project's deliverables and disclosure of information**:** To accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. Information will be disclosed per relevant policies, notably the UNDP Disclosure Policy[12] and the GEF policy on public involvement.[13]

Resources required to achieve the expected result: The complexity of the project, working on five project sites, as well as scoping priority sites, will require substantial supervision and technical knowledge, both nationally and internationally. Consequently, the organisation of the Project Management Unit has included a Senior Project Manager/Coordinator at the central level to oversee overall project management and activities conducted in the capital (such as related to enabling conditions and policy); a Technical Coordinator/Planner at the Provincial level in Huambo city to cover activities in Huambo and neighbouring Bié as road accessibility is relatively good and Luena to cover activities based in Moxico province. During the initial 24-26 months of the project an International Capacity Building Specialist (IPSA) will be hired to build capacity within the PMU and help develop the annual workplans and procurement process and provide technical assistance for operations. The development of technical activities for SLM for planning, execution and training will require a part-time national level Senior Landscape Restoration Expert with periodic backstopping from an international landscape restoration expert – particularly in the Planning Phase Years 2-3. Much of the on-the-ground and community activities remain to be detailed under the SLM planning in Years 2-3; therefore, a Technical Safeguards Officer position will be needed to coordinate Social and Environmental Safeguards (SES) throughout the project, including gender mainstreaming. To ensure capacity within the technical staff, a local Gender Specialist will be hired part time in Years 1-2 to help train the SES officer and backstopping will be supplied by an international SES specialist.

To directly address the lack of sustainable funding for restoration, conservation and SLM activities the project will promote readiness, involving capacity building, for a series of potential large scale funding opportunities including carbon and/or biodiversity credit projects, green bonds and trusts, amongst others. The envisioned activities under component 3 will require a full-time technical level national Sustainable Finance Specialist who will be backstopped with a part-time international finance mechanisms consultant in years 1-4.

The project has been rated as a "significant risk" due to on-the-ground activities that need to be refined during the SLM Planning process envisioned in Component 2 (See Annex 9). Consequently, to ensure appropriate SES policy application within this project, SES activities will be backstopped with a part-time International SES Specialist, and specifically a Financial SES Specialist to conduct SESA under Component 3 as part of the financial safeguarding of potential financial mechanisms to be proposed.

The project is requesting 3 vehicles for use i) in Luanda under Component 1, and for the National Institute of Biodiversity and Conservation to access Cameia National Park (Component 2); ii) by the Coordinator/Planner in Humabo/Bié and iii) by the Coordinator/Planner in Moxico. The vehicles are needed as the access to the sites are

[12] See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/
[13] See https://www.thegef.org/gef/policies_guidelines

difficult. In Humaambo the final 15 km to Mount Moco is a dirt road in poor condition and while it is considered passable for most of the year it is difficult for periods particularly in the wet season. The Project sites areas in Moxico (Luengue-Bongo, and Upper Cuito) are not accessible without a 4x4 vehicle as Moxico only has paved roads in the vicinity of the capital Luena. Likewise, Cameia National Park area is very difficult to access and demands 4x4 vehicle access.

See Annex 7 for more details regarding personnel and Annex 3 for budget detailing costs.

Partnerships:

The project is aligned with several large agricultural and development projects including (amongst others):[14]

Project	Summary	Link to Angola ECP
Agricultural Sector Reform Program - Eastern Angola	This is a US$100M IDA initiative with support from FAO to support agricultural development and increase production. Increased acreage under production in the eastern region, enhanced private sector led agriculture and increased small farmers.	Will coordinate with IDA key communities in the Moxico municipality to assist development of cooperatives, training with FFS and promote conservation agriculture techniques. AFDB has expressed a written interest to coordinate projects goals and provide co-financing (in-kind).
MOSAP 3[15]	This is a World Bank initiative with MINAGRIF and technical support of FAO to improve food security for small farm holders through education and use of Farm Field Schools	Will coordinate with FAO and IDA (MINAGRIF) to help build on methodologies of small-scale farming to be applied in project sites in Huambo and Bié.
Angola Commercial Agriculture Development Project (PDAC)[16], co-financed by the World Bank and the French Development Agency	The $230 million project aims to incentivize banks' lending to agriculture by helping producers and Small and Medium Enterprises (SMEs) prepare and finance agriculture investments, providing the needed technical assistance, grants and de-risking through partial credit guarantees.	Will develop capacity of SME farm holders to effectively utilize the money available through the lending facilities.
Integrated landscape management to reduce land degradation and enhance community resilience in Angola's Miombo-Mopane dry forests	This is an FAO – Ministry of Culture and Tourism project with the focus of (1) development and implementation of integrated land-use planning tools for the management of landscapes by embedding in the planning of the neutrality mechanism; and (2) application of the LDN response hierarchy in the active management of the landscapes. This project has closed.	Will incorporate appropriate elements of the integrated land-use planning tools into the SLM Planning for this project.
Sustainable Land Management in target landscapes of Central Angola	This is an FAO – MINAMB with the objective of promoting effective land use through agroecological zoning and planning in Huambo and Benguela. The CETAC had its capacity built up to conduct agroecological planning.	Housing the local coordinator for Huambo in CETAC and will share their expertise in agroecological planning with the SLM Planning tools being develop.
Angola UNDP BIOFIN	UNDP BIOFIN is engaging with the government of Angola to develop a Biodiversity Financing Plan under the Kunming-Montreal Framework. They will be working between 2026-2029.	The UNDP BIOFIN team has already commented on this proposal and working to support each other's goals. There is a possibility of adopting and enhancing the large financial mechanisms introduced in this proposal.

[14] Please see Annex 21 for more details
[15] https://projects.worldbank.org/en/projects-operations/project-detail/P177305
[16] https://projects.worldbank.org/en/projects-operations/project-detail/P159052

Project	Summary	Link to Angola ECP
Lobito Corridor Investment Promotion Authority[17] and Lobito Corridor Logistic Platform: Flying Swans[18]	Lobito Corridor Investment Promotion is responsible for the overall investment strategy for the corridor, while Flying Swans is responsible for providing storage infrastructure for agricultural produce along the rail line.	Discussions have been held with both entities. The ECP project is aligning capacity and training in terms of value-added benefits, such as transportation to market and storage facilities for SME farm produce.
NGOWP (National Geographic Okavango Wild Project) and Lisima Foundation[19]	The NGOWP is a collaboration between National Geographic and the Wild Bird Trust to promote sustainable land and water use in the Okavango basin. It is being implemented in Angola by the Lisima Foundation	Lisima Foundation has expressed an interest to share experiences of conservation agriculture and explore possibilities of sustained funding through carbon projects on the landscape.
TNC - Okavango Program	The Nature Conservancy Okavango Program supports sustainable fishing and use of forestry, fostering increased community resilience to climate impacts.	Expressed a written interest to share experiences and collaborate on leveraging sustainable finance through PES, as well as on the ground Project Sites under Component 2.

Expressions of interest and partnerships are found in Annex 12, and a Co-financing Table is found below.

Co-financing Source	Co-financing Type	Name of Co-financier	Co-Financing Amount ($)	Included in the Project results? Yes/No	If yes, list the relevant output
Recipient Country Government	Public Investment	Ministry of Environment;	16,000,000	No	
Recipient Country Government	Public Investment	Ministry of Environment	3,500,000	No	
Recipient Country Government	Public Investment	Ministry of Agriculture and Forestry;	1,500,000	No	
Recipient Country Government	Public Investment	Ministry of Agriculture and Forestry;	90,000,000	Yes	
Recipient Country Government	Public Investment	Ministry of Social Action, Family and Promotion of Women	16,000,000	No	
Recipient Country Government	Public Investment	Government of Moxico	2,250,000	yes	2.1.6
Donor Agency	Public Investment	African Development Bank	100,000,000	yes	2.1.3; 2.1.4, 2.1.5
GEF Agency	Grant	UNDP	28,000	yes	All
Recipient Country Government	In-kind	Ministry of Environment;	TBD	yes	All
Recipient Country Government	In-kind	Ministry of Agriculture and Forestry;	TBD	Yes	Component 2 and 3.2

[17] https://www.lobitocorridor.org/history-background
[18] https://www.flyingswans.org/projects/angola/caala-logistic-platform/
[19] See Endorsement letters

Co-financing Source	Co-financing Type	Name of Co-financier	Co-Financing Amount ($)	Included in the Project results? Yes/No	If yes, list the relevant output
Local Government	In-kind	Provincial Government Moxico and Huambo	TBD	yes	2.1.6
Regional authority	In-kind	GABHIC (Administrative Cabinet for hydrologic basins of Cunene and Cubango)	TBD	no	
NGO	Grant	TNC	TBD	yes	3.1.1
NGO	Grant	Fundação Lisima / National Geographic Okavango Wilderness Project	TBD	yes	2.1.4
		TOTAL	**229,278,000**		

Risks and Assumptions*:* Annex 9 includes the SESP and ESMF which detail the risks associated with the project. The SESP assess the project risk as "substantial", primarily due to two main factors:

1) Technical expertise is both costly and difficult to find in Angola, placing at risk the governance and management of the project, along with the substantive delivery of technical aspects. The project mitigates this risk through developing a targeted PMU supported by a team of local technical staff who are backstopped through support from an international capacity building specialist for the initial 24 months (see Annex 7). The PMU consists of both managerial and administrative staff located in Luanda and, based on recommendations from previous terminal evaluations,[20] have placed a Coordinator/Planner position in the field in Huambo City and Luena. A full-time technical position will cover SES policy implementation and gender mainstreaming; supported by a part-time consultant on gender and backstopped through an international specialist on SES. Technical knowledge on landscape restoration on SLM will be provided through a part-time local senior consultant and backstopped with an international SLM expert.

2) SLM planning and plan implementation will form the core of the on-the-ground activities under the project after initial interventions have been identified. However, the actual interventions themselves, such as specific conservation agricultural practices, replanting certain native tree species; or specific activities for alternative income generation for local communities will be defined during the SLM planning phase. There is therefore a level of uncertainty with respect to Social and Environmental Impacts, which have been mitigated through the integration of SES assessments at key stages of the project. For example, under Component 1 an SLM planning tool will be developed for application at the different project sites and will integrate different modules to cover SES policy under different circumstances (See Annex 22). During the SLM planning itself under Component 2, Environmental and Social Impact Assessments (ESIA) and Management Plans (ESMP) will be conducted as needed. This includes identifying measures for inclusion in SLM plans. When there are potential access restrictions, a Process Framework to engage communities in decision-making and LAP will be conducted. These activities will be backstopped with local and international consultants' support.

For additional information on risks see Annex 6 and the Section on Risks in Annex 22.

Stakeholder Engagement: Annex 8 contains the Stakeholder Engagement Plan and outlines the extensive engagement that occurred during the PPG phase. The activities of the Stakeholder Action Plan are designed to

[20] The TE for the Cuvalai River Basin project. Which specifically noted there was "Insufficient capacity of the Project Management to coordinate the project" which negatively affected to outcomes. It further notes that "the issue could have addressed by ensuring a strong PMU in MINAMB".

engage stakeholders at different levels to catalyse and stimulate improved sustainable land management for ecosystem protection and restoration in the Extended Central Plateau of Angola. This requires alterations of policies at the national level, such as facilitating and expediting the creation of cooperatives and associations with control over land and forest resources; developing guidelines and policies around grassland burning and sustainable use of peatlands; and potential updates to legal frameworks to allow for large scale sustainable financial mechanisms envisaged under this project. Provincial level government will be involved in planning and scoping activities under Component 2, and throughout the promotion of guidelines for grassland burning and sustainable use of peatlands. Key government stakeholders will include those targeted as partners in implementation of several project under Component 2, for example the Institute of Agricultural Development (IDA) in MINAGRIF in implementing conservation agriculture in Luenge-Bungo (Zambezi Basin); GABHIC in riparian restoration in the Upper Cubango; and MINAMB/INBC in land management in Cameia. The project envisions significant stakeholder engagement at the community level during SLM planning and implementation of activities under Component 2. The project will engage with academia to assist in the development of planning tools and indicators for monitoring under Component 1 and accompany SLM planning and delivery under Component 2. Private sector stakeholders will be engaged primarily as collaborative partners, for example in improved agricultural value chain along the Lobito Corridor which can include both local agribusiness as well as international interests, but also as funding partners as the project progresses. Civil society organisations will play an essential role, not only as stakeholders unto themselves, but as vehicles for ensuring that local level community engagement is conducted in a culturally sensitive and appropriate way, including elements of gender empowerment. Donors and international NGOs will be targeted as key stakeholders and partners in the project. Building upon existing initiatives, for instance from: National Geographic Okavango Wild Project (NGOWP); FAO's Hand in Hand initiative to enhance sustainable agriculture and through the IDA's Farm Field Schools; and the World Bank's MOSAP 3 Initiative (Please see Relationships with ongoing initiatives). Component 2 will also undertake scoping and detailed feasibility studies for priority projects not undertaken in this project. This will include priority restoration, conservation and SLM as well as for potential carbon and/or biodiversity credit projects in the ECP. These studies will necessarily involve local engagement with local communities to develop livelihood assessments and potential socio-economic impact studies.

South-South and Triangular Cooperation (SSC/TrC): The ECP project is a "Child Project" of the "Ecosystem Restoration Global Coordination Project (GEF 11118) (GCP)" and will exchange information and knowledge on restoration and conservation practices with 25 countries to promote a globally coordinated approach to ecosystem restoration. In addition, to bring the voice of Angola to global and regional fora, the project will explore opportunities for meaningful participation in specific events where UNDP could support engagement with the global development discourse on restoration and Sustainable Land Management (SLM). The project will provide regional cooperation opportunities with countries implementing initiatives on landscape restoration, in geopolitical, social and environmental contexts relevant to the proposed project, in particular The DRC and Malawi through the GCP.*Gender Equality and Women's Empowerment*: Annex 10 contains the Gender Analysis and Action Plan which will be revised and updated in Year 1 for the inception workshop with the assistance of a local Gender Specialist. The project has been designed to incorporate both responsive and transformative elements for gender empowerment:

a) Closing gender gaps in access to and control over natural resources: through a) promotion of community lands and forests for cooperatives and associations (which have women members); but also targeting the creation of women's cooperatives, (Component 2) and b) targeting financial literacy and access to micro-credit (Component 2 and 4).

b) Improving women's participation and decision-making (women will be involved in discussing and deciding restoration and management options): through their targeted inclusion in developing land use management plans through SLM planning (Component 2).

c) Generating socio-economic benefits or services for women: addressed through improved access to training and capacity development, and alternative livelihoods identified under SLM planning (Component 2).

Knowledge: To address the limited capacity to implement SLM concepts in Angola both at the national, provincial and local levels, the project has extensive and cross-cutting capacity building and training built into Component 4. Knowledge management is highlighted through the development of modules and spatial analysis tools for SLM

planning, financial capacity and literacy training – particularly for SME in the agricultural sector, but also related to large scale international financial opportunities such as carbon and biodiversity credit projects, special purpose vehicles for green bonds, and trusts. Financial training will include de-risking investments and financial safeguards. Central to the project will be the Knowledge Platform (Output 4.2.1), a repository for tool kits /modules, spatial analysis tools, and links to spatial data, which will be developed for Angola for use within the ECPs project, but also have open access to its data bases for projects beyond the ECP project timeline and geography. Additionally, training will be undertaken with the Global Coordination Project (GCP) in conjunction with Conservation International, through which the Knowledge Platform will be linked to the global project and take advantage of capacity at the global level. Knowledge tools and toolkits will be developed with assistance and mentoring from international experts and specialists. This will be particularly important for ensuring that SLM planning is conducted with the expertise of a Landscape Restoration Specialist, that Social and Environmental Safeguards are set up with the rigour required under UNDP and GEF projects. Additionally, to address the gap in capacity of local SME in the agricultural sector to absorb credit financing to improve conservation agriculture productivity, a financial literacy toolkit will be developed and delivered as part of the conservation agriculture training under Component 2 and through the communities of practice set up under Component 3. Special attention will be targeted towards women's cooperatives under training activities in Component 4.

To oversee the development of tools and implementation of training, a dedicated Community of Practice and Knowledge Management Coordinator will be required and who will: coordinate building of the knowledge platform and its integration with the GCP; coordinate training particularly associated with the Community of Practices; and address project communication through blogs and newsletters.

Innovativeness, Sustainability and Potential for Scaling Up: At a national level, the ECP is innovative from the point of view of enhancing and promoting local governance over local resources. Currently, creation of cooperatives is determined at the national level and can be bureaucratic (See Barriers Section Annex 21). This project will promote and test establishing cooperatives at the Provincial level to facilitate their development, including the creation of women's cooperatives. The project will also explore and advance creation of community lands and forests as a means of enhancing community-based resource management. (Component 1 and applied in Component 2).

The project is innovative in creating 'readiness' for Angola to engage with carbon and biodiversity credit projects, Special Purpose Vehicle Green Bonds, and other large scale international financing opportunities by promoting and developing recommendations for de-risking investments and improving governance of financial mechanisms. This responds to GEF-8's urgent emphasis on sustained financing and directly addresses the UNCCD 2018-2030 Objective 5 to mobilize public and private sector financing and enhance continuation of activities post GEF's investment.

Digital Solutions**:** The project strongly emphasises the use of Spatial Analysis Tools and will develop modules for training and their use in planning under the SLM Planning Toolkit, but also begin the process of creating a data base which will have open access for users. Something that does not currently exist in Angola and makes localized planning difficult. In this regard, the project will build upon the foundation made by the GEF funded "Sustainable Land Management in target landscapes of Central Angola" project in which FAO and MINAMB promoted effective land use through building capacity at CETAC to conduct agroecological zoning and planning in Huambo and Benguela provinces. CETAC will be one of the key institutes involved in SLM planning. Additionally, due to the volume of spatial tools anticipated during the project, including planning and monitoring, a dedicated GIS Analyst will be part of the technical staff to bolster capacity at both MINAMB/INBC and CETAC.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project management structure has been developed with effectiveness and cost effectiveness in mind. The project is building upon the best practices and experiences developed from several key projects: "Sustainable Land Management in Target Landscapes in Angola's Southwestern Region" (GEF 798); "Land and natural resource degradation neutrality and community vulnerability reduction in selected Miombo and Mopane Ecoregions of Angola (Okavango and Cunene river basin) (GEF 10256); and the "Promotion of Sustainable Charcoal in Angola through a Value Chain Approach (GEF 5719) which sought to decrease forest depletion through improving the

value chain associated with charcoal production. The project has learnt from management experiences in the past and is ensuring representation of the PMU at the provincial level. While this will have a higher cost than a purely centralised PMU it will result in improved project effectiveness.

Additionally, the project is partnering various aligned projects to help synergize benefits and improve the potential for scaling up to maximize GEF investments. For example, partnering with the Institute of Agricultural development (IDA) in the Ministry of Agriculture and Forests under its Agriculture Sector Reform program in Eastern Angola to help promote conservation agriculture around Cameia National Park and in the Luenge-Bongo basin. In this way the project will use the Farm Field School approach which is being applied in Moxico to enhance delivery of both conservation techniques as well as financial literacy training.

Project Management

The ECP Project will be implemented under the National Implementation modality (NIM) with Country Office Support (COOS) (See Annex 13 for the LOA). This modality assists in developing ownership within the host country and helps create conditions for sustainability. Figure 4 outlines the overall organizational structure.

The **Implementing Partner (IP) (GEF Executing Entity –EE)** is the Ministry of Environment/National Institute for Biodiversity and Conservation (MINAMB/INBC). MINAMB/INBC will provide overall coordination and leadership for the project in close collaboration with the Ministry of Agriculture and Forests (MINAGRIF), particularly the Institute of Agricultural Development (IDA), and the Ministry of Finance. MINAMB/INBC will establish a Project Management Unit (PMU) based in Luanda to administer the project along coordination offices in Huambo City and Luena. Governance mechanisms are described below:

The project will be operationalized in Luanda in terms of policy updating; advances in enabling conditions for restoration and conservation under component 1 and for developing financial mechanisms under component 3 (although it is anticipated that feasibility studies for PES credit projects will occur in Moxico province); and in field locations in Humabo and Moxico provinces, with additional scoping and feasibility activities under component 2 (see above Results and Partnerships; and Annex 22). The development of knowledge tools under component 1 and component 4 will occur primarily in Luanda; and training sessions will occur both in Luanda and in the field project sites.

Arrangements for shared operational support will be determined with the IDA in conjunction with their Agricultural Sector Reform Program for Eastern Angola (see partnerships below). This will be particularly important in promoting the formation of cooperatives and associations, and in technical assistance for conservation agriculture and financial literacy through Farm Field Schools. Specific arrangements will be developed with different partners, including the Lisima Foundation and TNC with respect to different aspects of the project. The project has been specifically designed to build upon the work of previous efforts, both GEF funded and non-GEF funded as well as parallel efforts with planned activities in an effort to maximize the benefits associated with GEF catalytic financing and minimize its investment risk (See Partnerships below; and Annex 21 for more details).

UNDP, as the GEF Agency, is accountable to the GEF for the implementation of this project. This includes oversight of the project execution to ensure that the project is being carried out in accordance with agreed standards agreements and provisions. The Project falls under the UNDP Country Programme Document 2024-2028. UNDP will support the Project Board and Project Management Unit by carrying out objective and independent project oversight and monitoring functions. The UNDP Country Office (CO) Project assurance will be totally independent of the Project Management function. UNDP will ensure that GEF funds are disbursed and administered in accordance with UNDP's fiduciary standards and in alignment with the objective of the Project. The UNDP CO will monitor the Project's implementation and achievement of the project outcomes and outputs, provide overall guidance and recommendations to enhance project performance, and promote the exchange of experiences and lessons learned across its global portfolio and other members of the international donor and financial community.

As noted, the implementation modality, contingent upon GEF approval, will be National Implementation modality (NIM) with Country Office Support (COOS). Due to cost efficiency and effectiveness and complexity in running five project sites, the will play a supportive role on this project (valued at $28,000), and may provide at the request of the Government of Lao PDR and approval by GEF, the following execution support services, including: a)

Consultant Recruitment : support for development of TORS; Identification of suitable candidates (advertisement, rosters, etc); setting up selection committees and conducting selection process; preparation of and management of contracts, set up vendor profiles; process payments as per agreed milestones. Including, international travel management: secure cost estimates (airlines fees, DSA); Travel request and authorization; travel refunds b) Procurement not involving Local CAP: identifying and selection of suppliers/vendors; development of goods and services procurement contracts and setting up vendor profiles; making payments; follow up. c) Direct Payments: process payments on receipt of FACE forms; Banking and accounting services.. For further information please see the Annex 13/O LOA between UNDP and MINAMB/INBC; d) Engaging with Responsible Partners in accordance with the agreed Annual Work Plans.

Much of the on-the ground activities and specific tasks will be delivered through contractual services of responsible parties. Several local entities working in Angola have confirmed their potential interest to serve as RPs subject to the selection process chosen: (1) ADPP Angola; (2) University José Eduardo dos Santos (UJES), based in Huambo, Angola; (3) TNC; (4) NGOWP operating in Moxico; Dom Bosco, operating in Huambo and Moxico; amongst others.

Technical staff will ensure the smooth running of the project both in terms of technical quality and operations, including coordination and management of the Responsible Parties as needed. This includes a Sustainable Finance Specialist (UN Volunteer position) to oversee the development and implementation of financial mechanisms; Spatial Analyst (GIS) to oversee all spatial mapping and planning; Knowledge Manager & Communication responsible for Knowledge Platform and oversee capacity building; Local Technical officer for Safeguards, Gender and Monitoring to oversee stakeholder engagement and gender empowerment activities; Local coordinator/SLM Planner in Huambo-Bié, and one in Moxico; and drivers for Luanda, Humabo-Bié, and Moxico.

V. PROJECT RESULTS FRAMEWORK

Contribution to the Sustainable Development Goal (s): 2.4; 5.a; 6.6; 13.2; 15.1; 15.3; 15.a & b; 17.3.1;
Intended Outcome as stated in the UNSDCF/Country Angola UNSCDF Programme Results and Resource Framework: Strengthen capacities to ensure sustainable land and water management practices are adopted and maintained, thereby protecting ecosystems, enhance food security and promote resilient livelihoods.
Applicable Output(s) from the UNDP Strategic Plan: *4.1; 4.2 and 6.2*
Project title and Quantum Project Number: Ecosystem Restoration in Angola's Extended Central Plateau. (Quantum AWARD ID: 01003233 and Project ID 1310191)

Objective and Outcome Indicators (no more than a total of 20 indicators)		Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions
Project Objective:	*To generate multiple global environmental and socioeconomic benefits through restoration of degraded ecosystems, conservation, and improved management of agricultural land and forests in the "east African water-towers" of Angola's extended central plateau.*						
	Mandatory Indicator 1: # direct project beneficiaries disaggregated by gender (individual people)	*Estimates of direct beneficiaries made from assessment of interventions in Component 2 based on 2014 census and assuming on average 10% of the people in the intervention zones are impacted. Two site visits conducted during PPG*	*"0 at PPG phase*	*1000 (500 women)*	*Directly impact 12,707 people, (6585 of whom are women and 6122 are men). Due to the scaling up strategy, indirect beneficiaries are anticipated to be tenfold.*	*Geospatial analysis conducted over the bulk of the interventions zones. During project, stakeholder engagement during planning and implementation – combined with geospatial assessment of land recovery.*; SLM Reporting; PIR	*The risk associated with using beneficiaries as an indicator include:* *- difficulty in ascertaining benefits for individuals.* *- surveys can be used to determine benefit sharing and equity.* *- an assumption that communal benefits' will benefit individuals.*
	Mandatory GEF Core Indicator **Indicator 2**: GEF 1.2 Terrestrial protected area under improved land management (ha)	Areal and spatial data26; engagement with MINAMB/INBC; engagement with Provincial government; engagement with local communities	There is little to no data available for Cameia national park. However, there is evidence of use. A baseline will be developed as part of the SLM planning	Zero ha	145,000 ha	Satellite imagery and spatial analysis; survey and community engagement; SLM Reporting; PIR	Risk is that the access to the park is extremely difficult there has not been any planning or management within the park. Engagement with local communities will necessarily need to take time.
	Indicator 3: GEF 3 Area of natural	Surveys with NGOs, local and provincial	27 ha of forest has been restored in	500 ha	11,200 ha	Satellite imagery and spatial	Assumes that all the potential re-forestation

Objective and Outcome Indicators (no more than a total of 20 indicators)		Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions
	grass and woodlands under restoration (ha)	governments; satellite spatial data	Morro do Moco in the past 7 years – no other significant restoration in the project sites. The 27 ha has shown the possibility for local species, the GEF project will pilot of full-scale restoration.			analysis; survey and community engagement; SLM Reporting; PIR	area will be successful; assumes incorporation and participation of surrounding villages – not only the one visited under PPG preparation. Risk is that local nurseries may not be able to supply sufficient local tree species.
	Indicator 4: GEF 4-Area of landscapes under sustainable land management in production systems	Dialogue with NGOs, local and provincial governments; satellite spatial data analysis of potential for SLM	Assuming the project is promoting SLM in these areas which do not have sustainable practices.	500 ha	8,500 ha	Satellite imagery and spatial analysis; survey and community engagement; SLM Reporting; PIR	Assumes that more isolated local communities will be more ready to adopt conservation practices. Risk is that in more difficult areas to access it will be difficult to maintain a presence. Need to use local NGO.
Project component 1	**Enabling conditions created for scaling ecosystem restoration through informed, inclusive and coherent policy, planning instruments, incentives and multi-stakeholder structures**						
Project Outcome 1.1 National and sub-national policies and regulatory frameworks are harmonized and advanced for improved policy coherence and enhanced implementation enabling SLM	**Indicator 5**: # policies that have shifted to overcome restoration barriers	Govt agencies; PMU	Policies on cooperatives and land ownership exist; but restricted and decision-making is at a centralized level – the goal it broadens the scope and have provincial level decision making; policy of grassland burning, and peatland management do not exist.	White paper briefs are developed for i) advancing cooperatives and cooperative conservancies; ii) on burring of grasslands; iii) on management of Peatlands	At least two reforms or advances, or guidelines, made at the national or provincial levels	Govt agencies; PMU PIR reporting	Risk that divulging decision-making for cooperatives to the provincial level will be slow.

Objective and Outcome Indicators (no more than a total of 20 indicators)		Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions
Outputs to achieve Outcome 1	Output 1.1.1 Improved policy coherence for restoration and improved sustainable land management (SLM) Output 1.1.2 Implementation of MEAs						
Outcome - 1.2 Ecosystem governance is improved through multi-stakeholder (Local Communities, private sector, academia, public sector) dialogue and support structures for policies that enable scaling of resources for effective ecosystem restoration.	**Indicator 6:** # of different sectors involved in SLM planning activities including Local communities, private sector, public sector, academia.	PMU reporting: SLM planning and implementation reports	NA	SLM planning is being conducted that includes all major sectors	At least 5 SLM plans developed that includes all major sectors	PMU PIR reporting; SLM Reports	There is sufficient interest from stakeholders to participate
	Indicator 7: Number and proportion of men and women participate in participatory decision-making and SLM planning	PMU reporting: SLM planning and implementation reports	NA	100; 50% women	150; 50% women; 10% under 25	PMU PIR reporting; SLM Reports	There is sufficient interest from stakeholders
Outputs to achieve Outcome 1.2	Output 1.2.1 Integrated SLM and restoration plans developed with multi-stakeholder input (including communities affected), and SE Safeguards including Process Framework and Livelihood Action Planning.						
Outcome) 1.3 Analytical capabilities improved to enable assessment, planning, prioritization and M&E of status, vulnerabilities, impacts and benefits of ecosystems and restoration actions (including capacity for data collection, valuation for ecosystem services, amongst others).	**Indicator 8 -** # and type of public and private entities benefiting from knowledge products and spatial analytical tools	PMU reporting PIR	0	2 public sector agencies	10 public sector agencies and 5 private sector companies;	public and private agencies attend training and workshops; PMU reporting PIR; measure use of tools and accessed through Knowledge Platform	Assumes SLM planning is of interest for public and private sector – particularly use of spatial analysis tools
Outputs to achieve Outcome 3	Output 1.3.1 Analysis of Enabling Conditions in Angola conducted using CI-WRI Diagnostic Tool. Output 1.3.2 Spatial Analysis tools for forestry and Landuse mapping at the national level for use in SLM Planning and monitoring Output 1.3.3 Sustainable Land Management planning took-kit for restoration and improved management is developed and used by government and private entities. SLM toolkit will include UNDP SES policies and elements for gender considerations in planning						
Project component 2	**Projects Sites to promote innovations and benefits of ecosystem restoration and SLM.**						

Objective and Outcome Indicators (no more than a total of 20 indicators)		Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions
Outcome 2 2.1. Landscapes in Angola are restored, conserved, or under improved land management using integrated multi-stakeholder SLM planning interventions; and investments are producing GEBs and supporting LCs	**Indicator 9:** No of successful SLM planning and implementation processes	PMU reporting; SLM planning and Implementation	0	At least 5 planning processes underway	At least 5 plans developed and implemented	Project reporting and MTR/TE ; SLM reporting	Not all the SLM planning can occur simultaneously; there is sufficient local capacity in NGOs or companies to conduct the planning and implement the SLM plans with Local communities
	Indicator 10: # of Feasibility studies conducted for priority areas identified for ecosystem restoration and/or conservation; and for PES system.	PMU reporting; SLM planning and Implementation	There is no area targeted for ecosystem valuation for PES for restoration or conservation.	0 ha specifically identified; feasibility studies underway	3 feasibility studies completed covering at least 20,000 ha identified for restoration /conservation; at least 1 PES feasibility study developed	Project reporting and MTR/TE ; SLM reporting	Assumes that there is possibility for PES in terms of upstream conservation/restoration and downstream benefits related to hydropower in the Kwanza basin; assumes that there may interest for eco-tourism for Red Falcon in Mongo;
Outputs to achieve Outcome 2	Output 2.1.1 SLM Planning, integrated restoration, conservation and SLM in Mount Moco (Huambo Province) combining forestry, grassland, and alternative livelihoods Output 2.1.2 Riparian SLM planning, restoration and conservation of riparian zones of Cubango River basin and tributaries including conservation agriculture and improved grassland management in Tchicala Tcholohanga – Catchiungo. Output 2.1.3: SLM Planning and promotion of conservation agriculture and forestry in miombo forest and peatlands in upper Lungue-Bungo River (Zambezi basin) for Lobito Corridor communities (Moxico Province). Output 2.1.4 SLM Planning for upper Cuito Basin (Lisima Landscape) in miombo forests and peatland with isolated communities near Tempué (Moxico). Focus is promotion of conservation and sustainable agriculture and rangeland, and alternative livelihoods; Includes mapping for PES Credit Project Output 2.1.5 Special Land Planning Cameia National Park wetlands and promotion of sustainable agricultural and grassland practices for neighbouring communities. Output 2.1.6 Scoping and detailed feasibility of priority agricultural and forestry restoration projects, and potential carbon/biodiversity projects in the ECP Output 2.1.7 Ecosystem valuation for Payment for Ecosystem Services (upstream conservation projects in ECP) in the Kwanza River basin						
Project component 3	**Promoting leveraged sustainable financing to advance & scale-up and scale-out SLM and global environmental benefits**						
Outcome -3.1 Institutional capacity and readiness developed to leverage sustainable financing, including through bonds, carbon and biodiversity credit projects and conservation trust funds	**Indicator 11**: Recommendations presented to de-risk investments and improve financial governance for restoration,	PMU reporting; national workshop report	NA	Recommendations developed	Recommendations presented at National Workshop.	PMU reporting; MRT and TE; National Workshop report	

Objective and Outcome Indicators (no more than a total of 20 indicators)		Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions
	conservation and SLM in Angola						
	Indicator 12: Roadmap for potential Carbon and/or Biodiversity credit projects is endorsed by national workshop	PMU reporting; report from national workshop	NA	Roadmap developed	Roadmap is presented and approved by national workshop	PMU reporting; MRT and TE; National Workshop report	Stakeholders are interested in developing carbon, and possibly biodiversity, credit projects.
Outputs to achieve Outcome 3.1	3.1.1 Assessment of opportunities and recommendations for De-risking investments in the nature sector, including Special Purpose Vehicles, Sustainable Bonds and Conservation Trust Funds 3.1.2 Report on Angola State of Carbon & Biodiversity Credit Market with Roadmap created and approved						
Outcome - 3.2 Increased technical and financial capacity in restoration practitioners to leverage resources for ecosystem restoration and regenerative practices	**Indicator 13:** Number of communities of practice established for capacity building; # of meetings	PMU, PIR reporting; CoP manager reports; MTR; TE	NA	SME Farms CoP; SME Logistics CoP; ECO CoP; and Carbon & Biodiversity CoP; ave meeting 3/yr since formation	SME Farms CoP; SME Logistics CoP; ECO CoP; and Carbon & Biodiversity CoP; ave meeting 3/yr	PMU, PIR reporting; CoP manager reports; MTR; TE	There may not be sufficient availability of time for people to join CoPs unless they see there is a clear short-term benefit.
	Indicator 14: Number people within the communities of practice and % women	PMU, PIR reporting; CoP manager reports; MTR; TE	NA	50 people (50% women)	70 people (50% women)	PMU, PIR reporting; CoP manager reports; MTR; TE	There may not be sufficient availability of time for people to join CoPs unless they see there is a clear short-term benefit.
Outputs to achieve Outcome 3.2	Output 3.2.1 Strengthen technical and financial capacity through the development and training of communities of practice (CoPs)						
Project Component 4	**Knowledge management, raising awareness and understanding, including supporting gender mainstreaming in SLM**						
Outcome 4.1 Increased awareness and promotion nationally and internationally on management systems and financial mechanisms for ecosystem restoration and improved management of productive lands, including gender mainstreaming, etc.	**Indicator 15:** # of training events help;	PMU reporting; training and workshop reporting	NA	25 training events (workshops, study tour, etc) held	At least 50 training events are held to promote SLM; Financial literacy; at CoPs; and for Carbon & Biodiversity readiness;	PMU, PIR, CoP manager Reporting, workshop-training reports; reporting; MRT and TE	Risk: May not have sufficient or available technical expertise in Angola to develop the knowledge products. Assumption: any gaps will be filled by international expertise (for example PES-tool kit)

Objective and Outcome Indicators (no more than a total of 20 indicators)		Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions
	Indicator 16: # of people and % of women;	PMU reporting; training and workshop reporting	NA	200 (50% women)	400 (50% women)	PMU, PIR, CoP manager Reporting, workshop-training reports; reporting; MRT and TE	Risk: lack of interest with stakeholders Assumes: willing of stakeholders
	Indicator 17: gender mainstreaming and stakeholder engagement accomplished	PMU reporting; Gender Action Plan; Stakeholder Engagement Plan	NA	Gender Action Plan and Stakeholder Engagement Plan developed, approved and being implemented	Gender Action Plan and Stakeholder Engagement Plan successfully implemented	SC meetings; MRT and TE	Risk that plans may not be fully implemented
Outputs to achieve outcome 4.1	Output 4.1.1 Training and capacity building activities to strengthen management and financing of ecosystem restoration and management of improved productive land at the national, provincial, and local levels Output 4.1.2 Training and exchange of knowledge through participation in GCP activities Output 4.1.3 Gender mainstreaming achieved through implementation of Gender Action Plan Output 4.1.4 Design, approval and implementation of a Stakeholder Engagement and Communication Strategy – including grievance mechanism.						
Outcome 4.2 A dynamic and interactive platform for exchange of knowledge, learning, technical assistance, and multi-stakeholder dialogue and connectivity facilitates project development and learning.	**Indicator 18**: Knowledge management platform developed and utilized	PRU Reporting; web-site visits; downloads	There is no knowledge platform to date for SLM	100% complete; updates occurring; bi-monthly posting; 15 visits/month	100% complete; 15 visits/month	PMU reporting; MRT and TE; platform usage information	Assumes there are no challenges to put in place open access for data, including some spatial analysis databases.
Outputs to achieve outcome 8	Output 4.2.1 Knowledge platform for Angola is developed and utilized. The Knowledge Platform will house project data, Angolan Knowledge Products, SLM Planning Spatial Analysis Tools, amongst others; link with GCP projects						
Project component	**Monitoring & Evaluation**						
Outcome M & E M&E Plan, workshop, steering committee meetings, reporting, PIR, MTR and TE.	**Indicator 19:** Monitoring and Evaluation Plan conducted	PMU reporting;	NA	Annual steering committee held; PIR reporting; MTR conducted	Annual steering committee held; PIR reporting; TE conducted	PMU reporting; MTR and TE	No major risks. Assumes sufficient budget for activities and consultants can be found for MTR and TE.
Outputs to achieve outcome M & E	Output M&E: Follow Management Plan (reporting, inception workshop, indicators, MTR and TE, amongst others						

VI. MONITORING AND EVALUATION (M&E) PLAN

Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the UNDP POPP (including guidance on GEF project revisions) and UNDP Evaluation Policy **The UNDP Angola Country Office is responsible for ensuring full compliance with all UNDP project M&E requirements including project monitoring, UNDP quality assurance requirements, quarterly risk management, and evaluation requirements.**

Additional mandatory GEF-specific M&E requirements will be undertaken in accordance with the GEF Monitoring Policy and the GEF Evaluation Policy and other relevant GEF policies[21]. The M&E plan and budget included below will guide the GEF-specific M&E activities to be undertaken by this project.

In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed – including during the Project Inception Workshop - and will be detailed in the Inception Report.

Project monitoring and reporting requirements:

Inception Workshop and Report: A project inception workshop will be held within 2 months from the First disbursement date, with the aim to:

a. Familiarize key stakeholders with the detailed project strategy and discuss any changes that may have taken place in the overall context since the project idea was initially conceptualized that may influence its strategy and implementation.
b. Discuss the roles and responsibilities of the project team, including reporting lines, stakeholder engagement strategies and conflict resolution mechanisms.
c. Review the results framework and monitoring plan.
d. Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E; discuss the role of the GEF OFP and other stakeholders in project-level M&E.
e. Update and review responsibilities for monitoring project strategies, including the risk log; SESP report, Social and Environmental Management Framework (where relevant) and other safeguard requirements; project grievance mechanisms; gender strategy; knowledge management strategy, and other relevant management strategies.
f. Review financial reporting procedures and budget monitoring and other mandatory requirements and agree on the arrangements for the annual audit.
g. Plan and schedule Project Board meetings and finalize the first-year annual work plan. Finalize the TOR of the Project Board.
h. Formally launch the Project.

Prior to the IW, the Project Coordinator must be contracted and a constituent meeting for the Project Board be held on initiative of the NPD and UNDP CO. All entities that have assigned roles in the project organization structure shall participate in the IW. When appropriate and feasible, other national stakeholders and representatives from the UNDP regional office and UNDP/GEF shall be invited.

Quarterly monitoring: The quarterly monitoring and reporting requirements are as follows:

- Progress made shall be monitored in the UNDP Enhanced Results Based Management Platform.
- Based on the initial risk analysis submitted, the risk log regularly shall be updated in ATLAS. Risks become critical when both impact and probability are high.72
- Based on the information recorded in Atlas, a Project Progress Report (PPR) can be generated in the Executive Snapshot.

[21] See https://www.thegef.org/projects-operations/policies-guidelines

- Other QUANTAS logs can be used to monitor issues, lessons learned etc. The use of these functions is a key indicator in the UNDP Executive Balanced Scorecard.

Field Supervision: UNDP CO and the UNDP RCU will conduct visits to project sites based on the schedule agreed in the Project's Inception Report and/or the Annual Work Plan, to acquire first-hand information about the Project's status and progress. Members of the Project Board may also join these visits. A Field Visit Report/BTOR will be prepared by UNDP CO and UNDP RCU and will be circulated to the PM and Project Board no more than two weeks after the visit

GEF Project Implementation Report (PIR): The annual GEF PIR covering the reporting period July (previous year) to June (current year) will be completed for each year of project implementation. UNDP will undertake quality assurance of the PIR before submission to the GEF. The PIR submitted to the GEF will be shared with the Project Board. UNDP will conduct a quality review of the PIR, and this quality review and feedback will be used to inform the preparation of the subsequent annual PIR.

GEF and/or LDCF/SCCF Core Indicators: The GEF and/or LDCF/SCCF Core indicators included as Annex 17 will be used to monitor global environmental benefits and will be updated for reporting to the GEF prior to MTR and TE. Note that the project team is responsible for updating the core indicators status. The updated monitoring data must be shared with MTR/TE consultants prior to required evaluation missions, so these can be used for subsequent ground-truthing. The methodologies to be used in data collection have been defined by the GEF and are available on the GEF.

Independent Mid-term Review (MTR): An independent mid-term review (MTR) will be completed by the mid-point of the project. The terms of reference, the MTR process and the final MTR report will follow the standard templates and MTR guidance for UNDP-supported GEF-financed projects available on the UNDP Evaluation Resource Center. The MTR must be submitted to the GEF by the mid-point of the project. The process for the MTR will start 8 months before the mid-point of the project.

The MTR will be independent, impartial and rigorous. The evaluator(s) that UNDP will hire to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be reviewed. Equally, the evaluators should not be in a position where there may be the possibility of future contracts regarding the project under review.

The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the MTR process. Additional quality assurance support is available from BPPS/NCE.

The final MTR report will be publicly available in English and will be posted on the UNDP ERC by the MTR submission date included on cover page of this project document. A management response to MTR recommendations will be posted in the ERC within six weeks of the MTR report's submission to the GEF.

Terminal Evaluation (TE): An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The terms of reference, the evaluation process and the final TE report will follow the standard templates and TE guidance for UNDP-supported GEF-financed projects available on the UNDP Evaluation Resource Center. TE must be submitted to the GEF no later than 6 months after the Completion Date. This is a hard deadline that, if not met, can only be extended through a formal extension request. To meet the submission deadline, final TE reports must be completed and submitted to BPPS NCE team no later than 2 months in advance of the Completion Date to allow sufficient time for internal review/clearance that is required prior to submission.

Provisions must be taken to complete and submit the TE within the submission deadline. Therefore, TE must start no later than 8 months before the expected date of submission of the TE (or 11 months prior to the estimated operational closure date/Completion Date).

The evaluation will be 'independent, impartial and rigorous. The evaluator(s) that UNDP will hire to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the

project to be evaluated. Equally, the evaluators should not be in a position where there may be the possibility of future contracts regarding the project being evaluated.

The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the terminal evaluation process. Additional quality assurance support is available from BPPS NCE.

The final TE report will be publicly available in English and posted on the UNDPHY ERC by the TE submission date included on cover page of this project document. A management response to the TE recommendations will be posted to the ERC within six weeks of the TE report submission to the GEF.

Per the GEF Terminal Evaluation requirements, for cancelled full-sized projects, Terminal Evaluations are required if the GEF grant expenditure exceeds more than US$ 2 million.

Final Report: The project's final GEF PIR along with the terminal evaluation (TE) report and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans**.**

Monitoring Plan: The project results, corresponding indicators and mid-term and end-of-project targets in the project results framework will be monitored by the Project Management Unit annually, and will be reported in the GEF PIR every year, and will be evaluated periodically during project implementation. If baseline data for some of the results indicators is not yet available, it will be collected during the first year of project implementation. Project risks, as outlined in the risk register, will be monitored quarterly.

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
Track results progress	**To generate multiple durable global environmental and socioeconomic benefits (biodiversity conservation, climate resilience, transboundary hydrological flow security) through sustained application of integrated and innovative approaches to restore degraded ecosystems and improve management of land in the "east African water-towers" of Angola's extended central plateau**	***Indicator 1*** *# direct project beneficiaries disaggregated by gender (individual people)*	*MTR- 1000 (500 women);* *TE - 12,707 people, (6585 of whom are women*	*Assessment of interventions in Component 2 based on 2014 census and assuming on average 10% of the people in the intervention zones are impacted.*	Annually (reported in Development Objective (DO) progress section of the GEF PIR), mid-term, closure	*PMU; UNDP Country Office;* *Project consultant*	*During project, stakeholder engagement during planning and implementation – combined with geospatial assessment of land recovery*
		Indicator 2 *GEF 1.2* Terrestrial protected area under improved land management (ha)	*MTR- Zero ha* *TE-145,000 ha*	*Area of Cameia National Park that is under improved management, including improved grassland burning techniques*	Annually (reported in Development Objective (DO) progress section of the GEF PIR), mid-term, closure	*PMU; UNDP Country Office;* *Project consultant*	*Satellite imagery and spatial analysis; survey and community engagement*
		Indicator 3 *GEF 3* Area of natural grass and woodlands under restoration (ha)	*Mtr-500 ha; TE-11,200 ha*	Area of natural grass and woodlands under restoration (ha)	Annually (reported in Development Objective (DO) progress section of the GEF PIR), mid-term, closure	*PMU; UNDP Country Office;* *Project consultant*	*Satellite imagery and spatial analysis; survey and community engagement*
		Indicator 4 GEF 4- Area of landscapes under sustainable land management in	*MTR- 500 ha* *TE-8,500 ha*	Area of landscapes under sustainable land management in production systems	Annually (reported in Development Objective (DO) progress section of	*PMU; UNDP Country Office;* *Project consultant*	*Satellite imagery and spatial analysis; survey and community engagement*

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
		production systems			the GEF PIR), mid-term, closure		
	Project Outcome 1.1 National and sub-national policies and regulatory frameworks are harmonized and advanced for improved policy coherence and enhanced implementation enabling SLM	***Indicator 5*** *# policies that have shifted to overcome restoration barriers*	*MTR- white paper briefs developed on i) advancing cooperatives; ii) grassland burning; and iii) peatland management* *TE-* At least two reforms or advances, or guidelines, made at the national or provincial levels	*The indictor measures improvements in enabling conditions to promote restoration and conservation practices and SLM.*	Annually reported in PIR	PMU	White papers available and on knowledge platform; guidelines developed;
	Project Outcome 1.2 Ecosystem governance is improved through multi-stakeholder (Local Communities, private sector, academia, public sector) dialogue and support structures for policies that enable scaling of resources for effective ecosystem restoration.	***Indicator 6*** # of different sectors involved in SLM planning activities including Local communities, private sector, public sector, academia.	*MTR-All SLM planning involves all major sectors;* *TE-* At least 5 SLM plans completed that includes all major sectors	*The indicator measures the extent of multi-stakeholder input in planning process and decision-making.*	Annual PIR	PMU	Planning workshops and SLM planning reports.
		Indicator 7 Number and proportion of men and women participate in participatory decision-making and SLM planning	*100; 50% women; TE-150; 50% women*	*Measures the extend of stakeholder input, and gender equity, in planning and decision-making*	Annual PIR	PMU	Planning workshops and SLM planning reports.

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
	Project Outcome 1.3 Analytical capabilities improved to enable assessment, planning, prioritization and M&E of status, vulnerabilities, impacts and benefits of ecosystems and restoration actions (including capacity for data collection, valuation for ecosystem services, amongst others).	***Indicator 8*** - # of public and private entities benefiting from knowledge products	*MTE- 2 public sector agencies; TE 10 public sector agencies and 5 private sector entities*	This measures the number of agencies, number of SME and private enterprises using the knowledge platform and tools	Annual PIR	PMU	Planning workshops and SLM planning reports.
	Project Outcome 2.1 Landscapes in Angola are restored, conserved, or under improved land management using integrated multi-stakeholder SLM planning interventions; and investments are producing GEBs and supporting LCs	***Indicator 9*** *# of successful SLM planning and implementation processes*	*MTE - At least 5 planning processes underway; TE- At least 5 plans developed and implemented*	*Measures the level of promotion and implementation of SLM on the landscape from an institutional level*	Annual PIR	PMU	Planning workshops and SLM planning reports.
		Indicator 10 *:* *# ha covered, # of Feasibility studies conducted for priority areas Identified for PES and ecosystem restoration and/or conservation*	*MTE – zero ha; 2 feasibility studies underway; TE- at least 3 feasibility studies conducted covering at least 20,000 ha*	Measures the extent of identification for future restoration and PES projects.	Annual PIR	PMU	Feasibility studies available and place on the knowledge platform.

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
	Project Outcome 3.1 Institutional capacity and readiness developed to leverage sustainable financing, including through bonds, carbon and biodiversity credit projects and conservation trust funds	***Indicator 11*** *Roadmap for potential Carbon and/or Biodiversity credit projects is endorsed by national workshop*	*MTE – roadmap developed; TE – approved at National Workshop*	*Measure of "readiness capacity for carbon and Biodiversity markets.*	Annual PIR	PMU	*PMU reporting; MRT and TE; national workshop reporting*
	Project Outcome 6 Improved investment potential for ecosystem restoration and regenerative SLM.	***Indicator 12*** *Recommendations presented to de-risk investments and improved financial governance for restoration, conservation and SLM in Angola.*	*MTR – White Paper recommendations exist; TE – presented at National Workshop*	*Measures the likelihood/potential of new direct funding available for conservation and restoration in Angola*	*Annual*	*PMU;*	*PMU reporting; MRT and TE; national workshop reporting*
	Project Outcome 3.2 Increased technical and financial capacity in restoration practitioners to leverage resources for ecosystem restoration and	***Indicator 13:*** *Number of communities of practice established for capacity building; meeting minimum of 3 times a year*	*MTR- CoPs established for Farming; Logistics; ECO; and Carbon & Biodiversity TE – CoP have met on average 3 times a year*	*. The Community of practices will measure the points of leverage for awareness building and training.*	*Annual*	*PMU*	*PMU, PIR, CoP manager Reporting, workshop-training reports; reporting; MRT and TE*

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
	regenerative practices	***Indicator 14:*** *Number people within the communities of practice and % women*	*MRT – 50 people, (50% women); TE- 70 people, (50% women)*	*Measure of effectiveness of CoPs to reach the intended recipients*	*Annual*	*PMU*	*PMU, PIR, CoP manager Reporting, workshop-training reports; reporting; MRT and TE*
	Project Outcome 4.1 Increased awareness and promotion nationally and internationally on management systems and financial mechanisms for ecosystem restoration and improved management of productive lands, including gender mainstreaming,	***Indicator 15*** *# of training events*	MTR- 25 training events (workshops, study tour, etc) held; TE- *At least 50 training events are held to promote SLM; Financial literacy; at CoPs; and for Carbon & Biodiversity readiness;*	*Measure of opportunity for stakeholders to receive training and capacity building*	*Annual*	*PMU*	*PMU, PIR, CoP manager Reporting, workshop-training reports; reporting; MRT and TE*
		Indicator 16 # people receiving training; % of women	*MTR – 200 (50% women); TE- 400 (50% women)*	*Measure of level of stakeholder capacity building and gender mainstreaming*	*Annual*	*PMU*	*PIR; workshop reports, CoP manager reports, MTR and TE*
		Indicator 17: *gender mainstreaming and stakeholder engagement accomplished*	*MTR- Plans completed and approved by SC; TE- plans fully implemented*	*Measure degree of appropriateness and effectiveness in achieving gender mainstreaming goals and stakeholder engagement*	*Annual at SC*	*PMU and MTR; TE*	*PIR; SC Meeting Minutes; MTR & TE*
	Project Outcome 4.2 A dynamic and interactive platform	***Indicator 18*** Knowledge management platform	*MRT-100% complete; bi-monthly posting; 15 visits/month*	*Measure of the effectiveness of knowledge platform for*	*Annual*	*PMU*	*PIR; Platform usage information*

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
	for exchange of knowledge, learning, technical assistance, and multi-stakeholder dialogue and connectivity facilitates project development and learning.	developed and utilized	*TE- 100% complete; updates occurring; bi-monthly posting; ave of 15 users/month*	*building awareness and knowledge*			
	Outcome M & E M&E Plan, workshop, steering committee meetings, reporting, PIR, MTR and TE.	*Monitoring and Evaluation Plan conducted*	*Annual steering committee held; PIR reporting; MTR conducted* *And* *TE conducted*	*Measure of effectiveness of monitoring plan implementation*	*Annual; periodic*	*PMU*	*PIR; MTR; TE*

Monitoring Activity			
	Frequency/Timeframe	**Expected Action**	**Partners (if joint)**
Inception Workshop and Report	Inception Workshop within 2 months of the First Disbursement	As per above description	
Track results progress (see above table for details)	Annually and at mid-point and closure	Slower than expected progress will be addressed by project management.	
Monitor and Manage Risk	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	
Monitor – i) SES policy implementation as needed; ii) monitor implementation of stakeholder engagement strategy; and, iii) Gender Action Plan	ongoing	i) Additional assessments as needed such as SESA; SEIA, amongst others; ii) update and implement Stakeholder engagement plan; iii)	

Monitoring Activity			
	Frequency/Timeframe	**Expected Action**	**Partners (if joint)**
		update and implement Gender Action Plan	
Supervision Missions	Annually	This includes field missions to project sites.	
Learning and Learning Missions	As needed	Relevant lessons are captured by the project team and used to inform management decisions.	
Annual Project Quality Assurance	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	
Review and Make Course Corrections	At least annually	Performance data, risks, lessons and quality will be discussed by the project board/steering Committee and used to make course corrections.	
Annual GEF Project Implementation Report (PIR)	Annually typically between June-September	Mandatory contribution by Project Team, CO and RTA. Strengths and weaknesses will be reviewed by project management and used to inform decisions to improve project performance	
Project Review (Project Board – Steering Committee)	*At least annually (more if needed)*	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output[22]	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders
Independent Mid-Term Review (MTR)	*UNDP*	*3.1, 3.2, 3.3, 3.4, 3.7, 3.10*	*Outcome 3: Environment and resilience of the vulnerable population*	31 March 2025	*MINAMB; MINFIN; IDA-MINAGRI; Provincial government; local communities; NGOs and Civil Society*
Independent Terminal Evaluation (TE)	*UNDP*	*3.1, 3.2, 3.3, 3.4, 3.7, 3.10*	*Outcome 3: Environment and resilience of the vulnerable population*	30 September 2031	*MINAMB; MINFIN; IDA-MINAGRI; Provincial government; local communities; NGOs and Civil Society*

Monitoring and Evaluation Budget for project execution:	
GEF M&E requirements to be undertaken by Project Management Unit (PMU)	**Indicative costs (US$)**
Inception Workshop and Report	9,998
M&E required to report on progress made in reaching GEF core indicators and project results included in the project results framework	84,000
Preparation of the annual GEF Project Implementation Report (PIR)	Included in project management costs
Supervision missions – 2 people twice a year from PMU	28,280
Learning missions	
Independent Mid-term Review (MTR): *costs associated with conducting the independent review/evaluation to be commissioned by UNDP not the Implementing Partner or PMU. Includes international ($45,000 and local ($20,000) evaluators and travel ($7000)*	*72,000*
Independent Terminal Evaluation (TE): *costs associated with conducting the independent evaluation to be commissioned by UNDP not the Implementing Partner or the PMU. Includes international ($45,000 and local ($20,000) evaluators and travel ($7000)*	*72,000*
Annual Steering Committee meetings (project review)	21,300
TOTAL indicative COST	**$287,578**

[22] See UNSDCF for Angola https://minio.uninfo.org/uninfo-production-main/8eeddc24-6c41-44e5-ab4a-bf1eac7e902b_UN_Angola_Annual_Results_Reports_2022_Final.pdf

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Section 1: General roles and responsibilities in the projects' governance mechanism

Note this Project will be implemented under the Country Office Support to NIM (COSS) modality: In case consensus cannot be reached within the Board, the UNDP Resident Representative (or their designate) will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed

Implementing Partner: The Implementing Partner for this project is MINAMB/INBC. Please find an HACT referring to INBC in Annex 19.
The Implementing Partner is the entity to which the UNDP Administrator has entrusted the implementation of UNDP assistance specified in this signed project document along with the assumption of full responsibility and accountability for the effective use of UNDP resources and the delivery of outputs, as set forth in this document.

The Implementing Partner is responsible for executing this project. Specific tasks include:

- Project planning, coordination, management, monitoring, evaluation and reporting. This includes providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes and is aligned with national systems so that the data used and generated by the project supports national systems.
- Overseeing the management of project risks as included in this project document and new risks that may emerge during project implementation.
- Procurement of goods and services, including human resources.
- Financial management, including overseeing financial expenditures against project budgets.
- Approving and signing the multiyear workplan.
- Approving and signing the combined delivery report at the end of the year; and,
- Signing the financial report or the funding authorization and certificate of expenditures.

Responsible Parties: Technical Development Partners/Responsible Parties (RP) will be engaged to execute specific project tasks or components following UNDP and NIM guidelines. The capacity assessment of the responsible partners will be carried out according to applicable UNDP rules and guidelines. The preferred method for selecting the RPs will be a Comparative Advantage selection process but if that is not allowed a competitive selection process will be undertaken. Several key areas include (see Annex 22 for details):

- Academic institutions involved with identifying specific species for restoration activities; developing monitoring and testing programs for soils, productivity, amongst others to measure project success. Development of specific training tools, such as financial literacy.
- NGOS and Civil society to conduct SLM planning and plan implementation; community engagement; surveys and baseline studies; amongst others
- Private companies to conduct SLM planning and plan implementation; surveys and baseline studies; amongst others

Several local entities working in Angola have confirmed their potential interest to serve as RPs subject to the selection process chosen: (1) ADPP Angola; (2) University José Eduardo dos Santos (UJES), based in Huambo, Angola; (3) TNC; NGOWP operating in Moxico; Dom Bosco; Development Workshop, operating in Huambo and Moxico; amongst others.

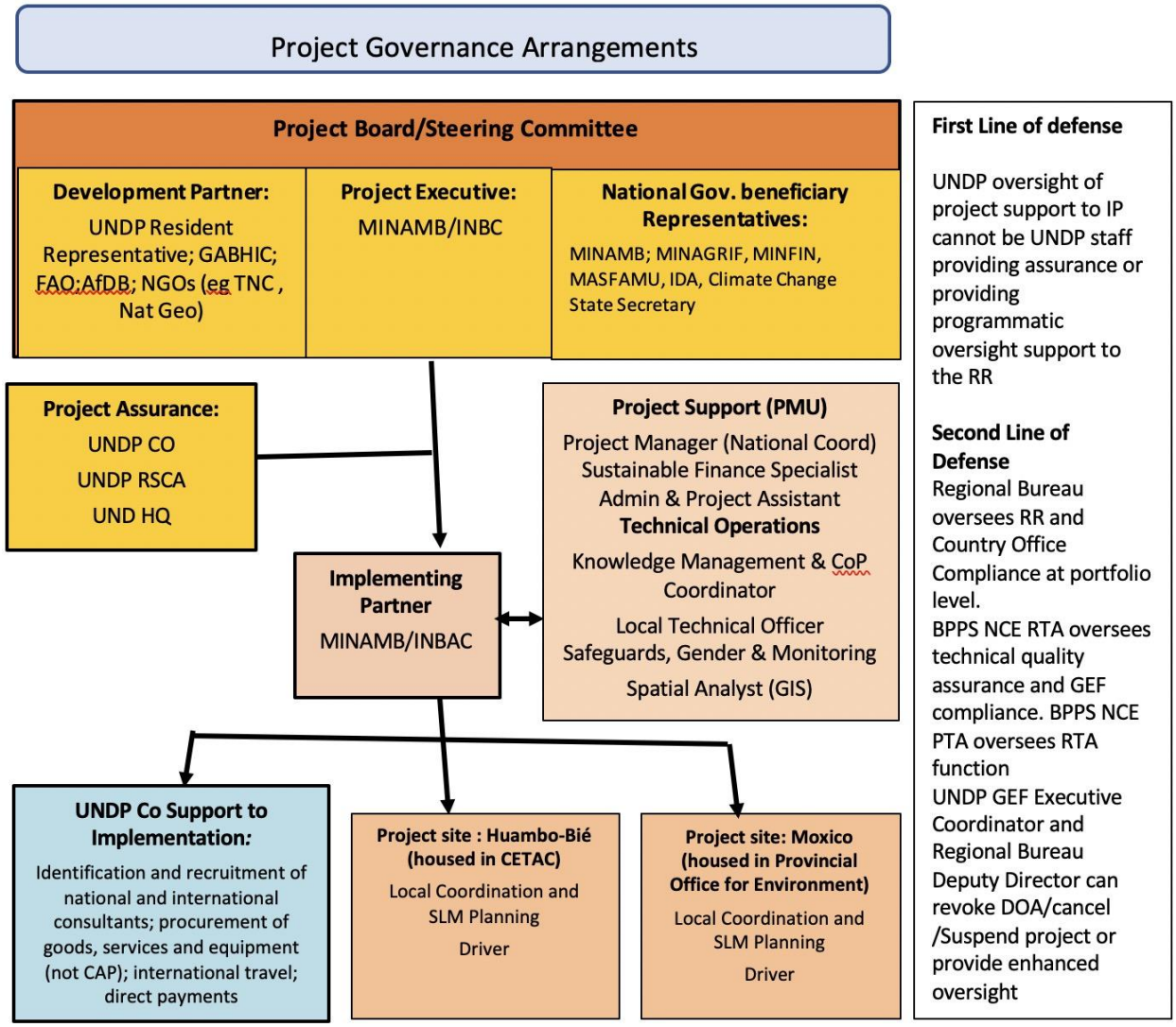
Project stakeholders and target groups: There are no indigenous peoples in the areas where the project will be operating (See Annex 5). Local communities will play a fundamental role in designing restoration conservation activities under SLM planning as well as plan implementation under component 2. Local communities will generally be engaged through the contractual services of NGO and civil society organisations that have an ongoing relationship

with local communities in the province. However, in some circumstances such as Cameia national park, MINAMB/INBC will also be directly involved in community engagement and awareness building. Additionally, communities of practice will be formed to enhance financial literacy in various sectors, including local farmers (SME agriculture), and non-agricultural sector. The project will promote the development of cooperatives and associations for improved and increased control over their natural resources through community land and forests, amongst others. Specific attention will be delivered to creating women's cooperative and associations and will receive targeted training under component 4.

UNDP: UNDP is accountable to the GEF for the implementation of this project. This includes overseeing project execution undertaken by the Implementing Partner to ensure that the project is being carried out in accordance with UNDP and GEF policies and procedures and the standards and provisions outlined in the Delegation of Authority (DOA) letter for this project. **The UNDP GEF Executive Coordinator, in consultation with UNDP Bureaus and the Implementing Partner, retains the right to revoke the project DOA, suspend or cancel this GEF project.** UNDP is responsible for the Project Assurance function in the project governance structure and presents to the Project Board and attends Project Board meetings as a non-voting member.

A firewall will be maintained between the delivery of project oversight and quality assurance performed by UNDP and charged to the GEF Fee and any support to project execution performed by UNDP (as requested by and agreed to by both the Implementing Partner and GEF) and may be charged to the GEF project management costs (only if approved by GEF). The segregation of functions and firewall provisions for UNDP in this case is described in the next section.

Section 2: Project governance structure



The UNDP Resident Representative assumes full responsibility and accountability for oversight and quality assurance of this Project and ensures its timely implementation in compliance with the GEF-specific requirements and UNDP's Programme and Operations Policies and Procedures (POPP), its Financial Regulations and Rules and Internal Control Framework. A representative of the UNDP Country Office will assume the assurance role and will present assurance findings to the Project Board, and therefore attends Project Board meetings as a non-voting member.

UNDP project support: The Implementing Partner and GEF OFP have requested UNDP to provide support services in the amount of USD$ 28,000 for the full duration of the project, and the GEF has agreed for UNDP to provide such execution support services. However such costs will not be charged to the project budget but will be fully covered by non-GEF resources. The execution support services – whether financed from the project budget or other sources - have been set out in detail and agreed between UNDP Country Office and the Implementing Partner in a Letter of Agreement (LOA). This LOA is attached to this Project Document (See Annex 13).

To ensure the strict independence required by the GEF and in accordance with the UNDP Internal Control Framework, these execution services will be delivered independent from the GEF-specific oversight and quality assurance services.

Section 3: Segregation of duties and firewalls vis-à-vis UNDP representation on the project board:

As noted in the Minimum Fiduciary Standards for GEF Partner Agencies, in cases where a GEF Partner Agency (i.e. UNDP) carries out both implementation oversight and execution of a project, the GEF Partner Agency (i.e. UNDP) must separate its project implementation oversight and execution duties, and describe in the relevant project document a: 1) Satisfactory institutional arrangement for the separation of implementation oversight and executing functions in different departments of the GEF Partner Agency; and 2) Clear lines of responsibility, reporting and accountability within the GEF Partner Agency between the project implementation oversight and execution functions.

1. In this case, UNDP's implementation oversight role in the project – as represented in the project board and via the project assurance function – is performed by UNDP Resident Representative on Project Board and UNDP Deputy Resident Representative and Programme Specialist for Inclusive Growth and Sustainable Development providing project quality assurance. UNDP's execution role in the project (as requested by the implementing partner and approved by the GEF) is performed by the by the Procurement Associate; Finance Associate and Human Resource Analyst who will report to the Operations Analyst.

Section 4: Roles and Responsibilities of the Project Organization Structure:

a) Project Board-Steering Committee: The project is governed by a multi-stakeholder board or committee established to review performance based on monitoring and evaluation, and implementation issues to ensure quality delivery of results. The Project Board (also called the Project Steering Committee) is the most senior, dedicated oversight body for a project.

The two main (mandatory) roles of the project board are as follows:

1) **High-level oversight of the execution of the project by the Implementing Partner** (as explained in the "Provide Oversight" section of the POPP). This is the primary function of the project board and includes annual (and as-needed) assessments of any major risks to the project, and decisions/agreements on any management actions or remedial measures to address them effectively. The Project Board reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, evaluations, risk logs and the combined delivery report. The Project Board is responsible for taking corrective action as needed to ensure the project achieves the desired results.
2) **Approval of strategic project execution decisions of the Implementing Partner** with a view to assess and manage risks, monitor and ensure the overall achievement of projected results and impacts and ensure long term sustainability of project execution decisions of the Implementing Partner (as explained in the "Manage Change" section of the POPP).

Requirements to serve on the Project Board:

- ✓ Agree to the Terms of Reference of the Board and the rules on protocols, quorum and minuting.
- ✓ Meet annually; at least once.
- ✓ Disclose any conflict of interest in performing the functions of a Project Board member and take all measures to avoid any real or perceived conflicts of interest. This disclosure must be documented and kept on record by UNDP.
- ✓ Discharge the functions of the Project Board in accordance with UNDP policies and procedures.
- ✓ Ensure highest levels of transparency and ensure Project Board meeting minutes are recorded and shared with project stakeholders.

Responsibilities of the Project Board:

Consensus decision making:

- The project board provides overall guidance and direction to the project, ensuring it remains within any specified constraints, and providing overall oversight of the project implementation.
- Review project performance based on monitoring, evaluation and reporting, including progress reports, risk logs and the combined delivery report;
- The project board is responsible for making management decisions by consensus.
- In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition.
- In case consensus cannot be reached within the Board, the UNDP representative on the board will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed.

✓ Oversee project execution:

- Agree on project manager's tolerances as required, within the parameters outlined in the project document, and provide direction and advice for exceptional situations when the project manager's tolerances are exceeded.
- Appraise annual work plans prepared by the Implementing Partner for the Project; review combined delivery reports prior to certification by the implementing partner.
- Address any high-level project issues as raised by the project manager and project assurance;
- Advise on major and minor amendments to the project within the parameters set by UNDP and the donor and refer such proposed major and minor amendments to the UNDP BPPS Nature, Climate and Energy Executive Coordinator (and the GEF, as required by GEF policies);
- Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily and according to plans.
- Track and monitor co-financed activities and realisation of co-financing amounts of this project.
- Approve the Inception Report, GEF annual project implementation reports, mid-term review and terminal evaluation reports.
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project.

✓ Risk Management:

- Provide guidance on evolving or materialized project risks and agree on possible mitigation and management actions to address specific risks.
- Review and update the project risk register and associated management plans based on the information prepared by the Implementing Partner. This includes risks related that can be directly managed by this project, as well as contextual risks that may affect project delivery or continued UNDP compliance and reputation but are outside of the control of the project. For example, social and environmental risks associated with co-financed activities or activities taking place in the project's area of influence that have implications for the project.
- Address project-level grievances.

✓ Coordination:

- Ensure coordination between various donor and government-funded projects and programmes.
- Ensure coordination with various government agencies and their participation in project activities.

Composition of the Project Board: The composition of the Project Board must include individuals assigned to the following three roles:

1. **Project Executive:** The Project Board – Steering Committee will be chaired by the Secretary of State for Environment, Dr. Yuri Walter de Sousa Santos. The Chair will nominate co-chairs or substitutes.
2. **Beneficiary Representative(s):** MINAGRIF-IDA, MINFIN, State Secretary for Climate Change, Provincial representatives; NGO or Civil Society to represent local communities (but not one of the responsible parties) The Beneficiary representative (s) is/are: Name(s) and title to be determined
3. **Development Partner(s):** The Development Partner(s) is/are: UNDP Resident Representative; AfDB; FAO; National Geographic. Name (s) and titles to be determined.

b) **Project Assurance:** Project assurance is the responsibility of each project board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports the Project Board (and Project Management Unit) by carrying out objective and independent project oversight and monitoring functions, including compliance with the risk management and social and environmental standards of UNDP. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. Project assurance is totally independent of project execution.

A designated representative of UNDP playing the project assurance role is expected to attend all board meetings and support board processes as a non-voting representative. It should be noted that while in certain cases UNDP's project assurance role across the project may encompass activities happening at several levels (e.g. global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend board meeting and provide board members with the required documentation required to perform their duties. The UNDP representative playing the main project assurance function is/are: Claudia Fernandes, RBM Analyst.

c) **Project Management – Execution of the Project:** The Project Manager (PM) (also called project coordinator) is the senior most representative of the Project Management Unit (PMU) and is responsible for the overall day-to-day management of the project on behalf of the Implementing Partner, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants and sub-contractors. The project manager typically presents key deliverables and documents to the board for their review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk registers.

The Project Manager / Project Coordinator will be the primary PMU representative attending board meetings.

VIII. FINANCIAL PLANNING AND MANAGEMENT

The total cost of the project is USD 243,656,899. This is financed through a GEF grant of USD 14,378,899 administered by UNDP, USD 28,000 in cash co-financing to be administered by UNDP and additional support of USD 229,250,000 by other relevant agencies. UNDP, as the GEF Implementing Agency, is responsible for the oversight of the GEF resources and the cash co-financing transferred to UNDP bank account only.

Co-financing: The actual realization of project co-financing amounts will be monitored by the UNDP Country Office and the PMU on an annual basis in the GEF PIF and will be reported to the GEF during the mid-term review and terminal evaluation as per the co-financing table below and Annex 22.

Co-financing Source	Co-financing Type	Name of Co-financier	Investment Mobilized	Co-Financing Amount ($)	Upload letters of co-finance
Recipient Country Government	Public Investment	Ministry of Environment;	Investment Mobilized[1]	16,000,000	Yes
Recipient Country Government	Public Investment	Ministry of Environment	Investment Mobilized [1]	3,500,000	Yes
Recipient Country Government	Public Investment	Ministry of Agriculture and Forestry;	Investment Mobilized [2]	1,500,000	Yes
Recipient Country Government	Public Investment	Ministry of Agriculture and Forestry;	Investment Mobilized [2]	90,000,000	Yes

Recipient Country Government	Public Investment	Ministry of Social Action, Family and Promotion of Women	Investment Mobilized [3]	16,000,000	Yes
Recipient Country Government	Public Investment	Government of Moxico	Investment Mobilized [4]	2,250,000	Yes
Donor Agency	Public Investment	African Development Bank	Investment Mobilized [5]	100,000,000	Yes
GEF-Agency	Grant	UNDP	Recurrent Expenditures	28,000	No
Recipient Country Government	In-kind	Ministry of Environment;	Recurrent expenditures	TBD	No
Recipient Country Government	In-kind	Ministry of Agriculture and Forestry;	Recurrent expenditures	TBD	No
Local Government	In-kind	Provincial Government Moxico and Huambo	Recurrent expenditures	TBD	No
Regional authority	In-kind	GABHIC (Administrative Cabinet for hydrologic basins of Cunene and Cubango)	Recurrent expenditures	TBD	No
NGO	Grant	TNC	Recurrent Expenditures	TBD	No
NGO	Grant	Fundação Lisima / National Geographic Okavango Wilderness Project	Recurrent Expenditures	TBD	No
			Total co-financing	229,278,000	

Budget Revision and Tolerance: As per UNDP POPP, the project board may agree with the project manager on a tolerance level for each detailed plan under the overall multi-year workplan. The agreed tolerance should be written in the project document or approved project board meeting minutes. It should normally not exceed 10 percent of the agreed annual budget at the activity level, but within the overall approved multi-year workplan at the activity level. Within the agreed tolerances, the project manager can operate without intervention from the project board. Restrictions apply as follows:

Should the following deviations occur, the Project Manager/IP through UNDP Country Office will seek the approval of the BPPS/NCE-VF team to ensure accurate reporting to the GEF. It is **strongly encouraged** to maintain the expenditures within the approved budget at the budgetary account and at the component level:

a) Budget reallocations must prove that the suggested changes in the budget will not lead to material changes in the results to be achieved by the project. A strong justification is required and will be approved on an exceptional basis. Budget re-allocations among the components (including PMC) of the approved Total Budget and Work Plans (TBWP) that represent a value greater than 10% of the total GEF grant.
b) Introduction of new outputs/activities (i.e. budget items) that were not part of the agreed project document and TBWP that represent a value greater than 5% of the total GEF grant. The new budget items must be eligible as per the GEF and UNDP policies.
c) Project management cost (PMC): budget under PMC component is capped and cannot be increased.

UNDP is not in a position to increase the total budget above the amount approved by the donor; therefore, any over-expenditure would have to be absorbed from non-GEF resources by the Implementing Partner (GEF Executing Entity)

Project extensions: The UNDP-BPPS-NCE team Executive Coordinator must approve all requests for extension of the Project Completion Date and for other milestone extensions with hard deadlines. All extensions impose additional time and cost burdens at all levels and the GEF project budget cannot be increased beyond its originally approved amount. A single extension may be granted on an exceptional basis and subject to the conditions and maximum

durations set out in the UNDP POPP. The project management costs during the extension period must remain within the originally approved amount, and any increase in PMC costs shall be covered by non-GEF resources; the additional UNDP oversight costs during the extension period must be covered by non-GEF resources, in accordance with UNDP's policy as set out in UNDP POPP.

For any extension request, UNDP CO and IP will consult and jointly present a clear plan indicating how and from which specific sources the additional oversight costs that will be incurred by UNDP will be covered during the extended period. The BPPS-NCE Executive Coordinator will consult the Regional Bureaux (RBX) and may reject the extension request if no (external co-financing by the IP or internal UNDP CO resources) can be identified.

All extension requests, along with all supporting documentation, shall be submitted by the IP to the UNDP CO in line with the requirements and within the deadlines set out in the UNDP SOPs and policies in UNDP POPP.

Audit: The project will be audited as per UNDP Financial Regulations and Rules and applicable audit policies. Audit cycle and process must be discussed during the Inception workshop. If the Implementing Partner is an UN Agency, the project will be audited according to that Agencies applicable audit policies. *The costs for audit are included under PMC.*

Transfer or disposal of assets: In consultation with the Implementing Partner and other parties of the project, UNDP is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended to be reviewed and endorsed by the project board following UNDP rules and regulations. Assets may be transferred to the government for project activities managed by a national institution at any time during the life of a project, however, **must be done before the operational closure date**. In all cases of transfer, a transfer document must be prepared and kept on file[23]. The transfer should be done before Project Management Unit complete their assignments.

Completion Date: The project completion date is the date of Project Document Signature plus project duration. This date can only be extended through a formal extension request. Prior to completion date, all UNDP-financed inputs must be provided and related activities for the Project completed. No activities, except for the final clearance of the Terminal Evaluation Report and the corresponding management response and the end-of-project review Project Board Meeting should take place after the Completion Date.

Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP. All costs incurred to close the project must be included in the project closure budget and reported as final project commitments presented to the Project Board during the final project review. The only costs a project may incur following the final project review are those included in the project closure budget.

- **Operational Closure**: **Operational closure must happen within 9 months from project completion date.** Prior to operational closure, the Terminal Evaluation must have been submitted and the corresponding TE management response and the end-of-project review Project Board meeting must have been completed. The Implementing Partner through a Project Board decision will notify the UNDP Country Office when operational closure has been completed. Before Operational Closure, the project must have completed the transfer or disposal of any equipment that is still the property of UNDP.

- **Financial Closure: Financial closure must happen within 6 months of operational closure or after the date of cancellation.** The project will be financially closed when the following conditions have been met: a) the project is operationally completed or has been cancelled; b) the Implementing Partner has reported all financial transactions to UNDP; c) UNDP has closed the accounts for the project; d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

[23] See https://popp.undp.org/ https://popp-prod.acquia.undp.org/policy-page/close-and-transition.

Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to BPPS/NCE for confirmation before the project will be financially closed in Quantum by the UNDP Country Office.

Cancellation and Suspension: All projects considering going through cancellation or suspension must follow UNDP and GEF requirements. Guidance can be found in the UNDP POPP (SOPs for management actions of Vertical Fund projects escalated to the Executive Coordinator and Guidance for GEF project revisions).

Refund to GEF: Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the BPPS/NCE team Directorate in New York. No action is required by the UNDP Country Office on the actual refund from UNDP project to the GEF. Unspent project balance is not permitted to be transferred to any other projects.

IX. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan			
Quantum Business Unit	UNDP-ANG10		
Quantum Project ID:	1310191	**Quantum Project Title:**	*Ecosystem Restoration in Angola's Extended Central Plateau*
Quantum Award ID:	01003233	**Quantum Award Title:**	*Ecosystem Restoration in Angola's Extended Central Plateau*
UNDP-GEF PIMS No.	9643		
Implementing Partner	*Ministry of Environment (MINAMB);*		

Quantum Outcome (GEF Component)	Quantum Output (GEF Outcome)	Quantum Activity(GEF Output)	Quantum Responsible Party (UNDP, IP, or Responsible Party)	Quantum Fund ID	Quantum Donor ID	Quantum Budgetary Account Code	Quantum Budget Account Description	Amount (USD) Year 1 2026	Amount (USD) Year 2 2027	Amount (USD) Year 3 2027	Amount (USD) Year 4 2028	Amount (USD) Year 5 2028	Amount (USD) Year 6 2029	Amount (USD) Year 7 2029	Total (USD)	See BN #
Component 1: Enabling conditions created for scaling ecosystem restoration through informed, inclusive and coherent policy, planning instruments, incentives and multi-stakeholder structures	*Outcome 1.1 National and sub-national policies and regulatory frameworks are harmonized and advanced for improved policy coherence and enhanced implementation enabling SLM*	*Output 1.1.1 Improved policy coherence for restoration and improved sustainable land management (SLM)*	*MINAMB*	*62000*	*10003*	*71300*	*Local Consultants*	7,700	27,700	22,700	7,700	7,700	7,700	7,700	88,900	1
			MINAMB	*62000*	*10003*	*71600*	*Travel*	22,000	22,000	22,000	22,000	22,000	22,000	22,000	154,000	2
			MINAMB	*62000*	*10003*	*71800*	*Contractual Services - Individuals*	15,000	15,000	15,000	15,000	15,000	15,000	15,000	105,000	3
			MINAMB	*62000*	*10003*	*72800*	*Information Technology*	2,500	-	-	-	-	-	-	2,500	4
			MINAMB	*62000*	*10003*	*73100*	*Rental & Maintenance - Premises*	7,200	7,200	7,200	7,200	7,200	7,200	7,200	50,400	5
			MINAMB	*62000*	*10003*	*74200*	*Audio Visual & Print Prod Cost*	4,000	7,000	3,500	3,500	3,000	3,000	3,000	27,000	6
			Subtotal MINAMB					**58,400**	**78,900**	**70,400**	**55,400**	**54,900**	**54,900**	**54,900**	**427,800**	
			UNDP	*62000*	*10003*	*71200*	*International Consultants*	52,000	176,800	83,200	-	-	-	-	312,000	7

Quantum Outcome (GEF Component)	Quantum Output (GEF Outcome)	Quantum Activity(GEF Output)	Quantum Responsible Party (UNDP, IP, or Responsible Party)	Quantum Fund ID	Quantum Donor ID	Quantum Budgetary Account Code	Quantum Budget Account Description	Amount (USD) Year 1 2026	Amount (USD) Year 2 2027	Amount (USD) Year 3 2027	Amount (USD) Year 4 2028	Amount (USD) Year 5 2028	Amount (USD) Year 6 2029	Amount (USD) Year 7 2029	Total (USD)	See BN #
			UNDP	*62000*	*10003*	*71500*	*UN Volunteer*	22,500	22,500	22,500	22,500	-	-	-	90,000	8
			UNDP	*62000*	*10003*	*72200*	*Equipment and Furniture*	45,000							45,000	9
			Subtotal UNDP					**119,500**	**199,300**	**105,700**	**22,500**	**-**	**-**	**-**	**447,000**	
		Total Output 1.1.1						**177,900**	**278,200**	**176,100**	**77,900**	**54,900**	**54,900**	**54,900**	**874,800**	
	Total Outcome 1.1							**177,900**	**278,200**	**176,100**	**77,900**	**54,900**	**54,900**	**54,900**	**874,800**	
	Outcome 1.2. Ecosystem governance is improved through multi-stakeholder (Local Communities, private sector, academia, public sector) dialogue and support structures for policies that enable scaling of resources for effective ecosystem restoration	*Output 1.2.1 Integrated SLM and restoration plans developed with multi-stakeholder input, and SE Safeguards*	*MINAMB*	*62000*	*10003*	*71300*	*Local Consultants*	12,500	12,500	12,500	12,500	12,500	12,500	12,500	87,500	10
			MINAMB	*62000*	*10003*	*71600*	*Travel*	6,000	6,000	6,000	6,000	6,000	6,000	6,000	42,000	11
			Sub-Total MINAM					**18,500**	**18,500**	**18,500**	**18,500**	**18,500**	**18,500**	**18,500**	**129,500**	
			UNDP	*62000*	*10003*	*71200*	*International Consultants*	28,000	84,000	84,000	21,000	-	-	-	217,000	12
			UNDP	*62000*	*10003*	*71600*	*Travel*	16,800	25,200	25,200	8,400				75,600	13
			Sub-Total UNDP					**44,800**	**109,200**	**109,200**	**29,400**				**292,600**	
		Total Output 1.2.1						**63,300**	**127,700**	**127,700**	**47,900**	**18,500**	**18,500**	**18,500**	**422,100**	
	Total Outcome 1.2							**63,300**	**127,700**	**127,700**	**47,900**	**18,500**	**18,500**	**18,500**	**422,100**	
	Outcome 1.3 Analytical capabilities improved to enable assessment, planning, prioritization and M&E of status, vulnerabilities, impacts and benefits of	*Output 1.3.1 Analysis of Enabling Conditions in Angola conducted using CI-WRI Diagnostic Tool.*	*MINAMB*	*62000*	*10003*	*71300*	*Local Consultants*	15,400	-	-	-	-	-	-	15,400	14
			MINAMB	*62000*	*10003*	*75700*	*Training Workshops*	10,000	-	-	-	-	-	-	10,000	15
			Sub-Total MINAMB					**25,400**							**25,400**	
			UNDP	*62000*	*10003*	*71200*	*International Consultants*	28,000	-	-	-	-	-	-	28,000	16
			UNDP	*62000*	*10003*	*71600*	*Travel*	8,400	-	-	-	-	-	-	8,400	17
			Sub-Total UNDP					**36,400**							**36,400**	

Quantum Outcome (GEF Component)	Quantum Output (GEF Outcome)	Quantum Activity(GEF Output)	Quantum Responsible Party (UNDP, IP, or Responsible Party)	Quantum Fund ID	Quantum Donor ID	Quantum Budgetary Account Code	Quantum Budget Account Description	Amount (USD) Year 1 2026	Amount (USD) Year 2 2027	Amount (USD) Year 3 2027	Amount (USD) Year 4 2028	Amount (USD) Year 5 2028	Amount (USD) Year 6 2029	Amount (USD) Year 7 2029	Total (USD)	See BN #
	ecosystems and restoration actions (including capacity for data collection, valuation for ecosystem services, amongst others).	***Total Output 1.3.1***						**61,800**							**61,800**	
		Output 1.3.2 Spatial Analysis tools for forestry and Landuse mapping at the national level for use in SLM Planning and monitoring	*MINAMB*	*62000*	*10003*	*71300*	*Local Consultants*	15,400	7,700	-	-	-	-	-	23,100	18
			MINAMB	*62000*	*10003*	*71800*	*Contractual Services - Individuals*	17,500	17,500	17,500	17,500	17,500	17,500	17,500	122,500	19
			MINAMB	*62000*	*10003*	*72100*	*Contractual Services-Companies*	50,000	60,000	25,000	25,000	25,000	25,000	25,000	235,000	20
			MINAMB	*62000*	*10003*	*72800*	*Information Technology*	5,000	-	-	-	-	-	-	5,000	21
			Sub-Total MINAMB					**87,900**	**85,200**	**42,500**	**42,500**	**42,500**	**42,500**	**42,500**	**385,600**	
		Total Output 1.3.2						**87,900**	**85,200**	**42,500**	**42,500**	**42,500**	**42,500**	**42,500**	**385,600**	
		Output 1.3.3 Sustainable Land Management planning took-kit for restoration and improved management is developed and used by government and private entities.	*MINAMB*	*62000*	*10003*	*71300*	*Local Consultants*	15,400	7,700	7,700	7,700	7,700	7,700	7,700	61,600	22
			MINAMB	*62000*	*10003*	*71800*	*Contractual Services - Individuals*	12,500	12,500	12,500	12,500	12,500	12,500	12,500	87,500	23
			Sub-Total MINAMB					**27,900**	**20,200**	**20,200**	**20,200**	**20,200**	**20,200**	**20,200**	**149,100**	
		Total Output 1.3.3						**27,900**	**20,200**	**20,200**	**20,200**	**20,200**	**20,200**	**20,200**	**149,100**	
	Total Outcome 1.3							**177,600**	**105,400**	**62,700**	**62,700**	**62,700**	**62,700**	**62,700**	**596,500**	
Total Component 1								**418,800**	**511,300**	**366,500**	**188,500**	**136,100**	**136,100**	**136,100**	**1,893,400**	
Component 2: Project Sites to promote innovations and benefits of ecosystem restoration and	*Outcome 2.1 Landscapes in Angola are restored, conserved, or under improved land management*	*Output 2.1.1 SLM Planning, integrated restoration, conservation and SLM in Mount Moco (Huambo Province) combining forestry,*	*MINAMB*	*62000*	*10003*	*71300*	*Local Consultants*	3,850	7,700	7,700	3,850	3,850	3,850	3,850	34,650	24
			MINAMB	*62000*	*10003*	*71800*	*Contractual Services - Individuals*	21,400	21,400	21,400	21,400	21,400	21,400	21,400	149,800	25

Quantum Outcome (GEF Component)	Quantum Output (GEF Outcome)	Quantum Activity(GEF Output)	Quantum Responsible Party (UNDP, IP, or Responsible Party)	Quantum Fund ID	Quantum Donor ID	Quantum Budgetary Account Code	Quantum Budget Account Description	Amount (USD) Year 1 2026	Amount (USD) Year 2 2027	Amount (USD) Year 3 2027	Amount (USD) Year 4 2028	Amount (USD) Year 5 2028	Amount (USD) Year 6 2029	Amount (USD) Year 7 2029	Total (USD)	See BN #
improved-land management.	*using integrated multi-stakeholder SLM planning interventions; considering gender-specific roles and support women's involvement in decision-making; and investments are producing GEBs and supporting LCs.*	*grassland, and alternative livelihoods*	*MINAMB*	*62000*	*10003*	*72100*	*Contractual Services-Companies*	80,000	210,000	190,000	165,000	165,000	155,000	90,000	1,055,000	26
			MINAMB	*62000*	*10003*	*72800*	*Information Technology*	2,500	-	-	-	-	-	-	2,500	27
			MINAMB	*62000*	*10003*	*73100*	*Rental & Maintenance - Premises*	9,600	9,600	9,600	9,600	9,600	9,600	9,600	67,200	28
			MINAMB	*62000*	*10003*	*74200*	*Audio Visual & Print Prod Cost*	-	4,200	4,200	4,200	4,200	4,200	4,120	25,120	29
			MINAMB	*62000*	*10003*	*71600*	*Travel*	56,400	56,400	56,400	56,400	56,400	56,400	56,400	394,800	30
			Sub-total MINAMB					**173,750**	**309,300**	**289,300**	**260,450**	**260,450**	**250,450**	**185,370**	**1,729,070**	
			UNDP	*62000*	*10003*	*71200*	*International Consultants*	10,400	24,400	24,400	14,000	7,000	7,000	7,000	94,200	31
			UNDP	*62000*	*10003*	*71600*	*Travel*	-	8,400	8,400	8,400	8,400	8,400	8,400	50,400	32
			UNDP	*62000*	*10003*	*72200*	*Equipment and Furniture*	45,000	-	-	-	-	-	-	45,000	33
			Sub-Total UNDP					**55,400**	**32,800**	**32,800**	**22,400**	**15,400**	**15,400**	**15,400**	**189,600**	
		Sub-Total Output 2.1.1						**229,150**	**342,100**	**322,100**	**282,850**	**275,850**	**265,850**	**200,770**	**1,918,670**	
		Output 2.1.2 Riparian SLM planning, restoration and conservation of riparian zones of Cubango River basin and tributaries including conservation agriculture and improved grassland management in Tchicala Tcholohanga – Catchiungo.	*MINAMB*	*62000*	*10003*	*71300*	*Local Consultants*	3,850	7,700	7,700	3,850	3,850	3,850	3,850	34,650	34
			MINAMB	*62000*	*10003*	*71800*	*Contractual Services - Individuals*	21,400	21,400	21,400	21,400	21,400	21,400	21,400	149,800	35
			MINAMB	*62000*	*10003*	*72100*	*Contractual Services-Companies*	34,500	149,500	159,500	169,500	169,500	179,500	91,000	953,000	36
			Sub-Total MINAMB					**59,750**	**178,600**	**188,600**	**194,750**	**194,750**	**204,750**	**116,250**	**1,137,450**	
			UNDP	*62000*	*10003*	*71200*	*International Consultants*	10,400	10,400	10,400	-	-	-	-	31,200	37
			Sub-Total UNDP					**10,400**	**10,400**	**10,400**	**-**	**-**	**-**	**-**	**31,200**	
		Sub-Total Output 2.1.2						**70,150**	**189,000**	**199,000**	**194,750**	**194,750**	**204,750**	**116,250**	**1,168,650**	

Quantum Outcome (GEF Component)	Quantum Output (GEF Outcome)	Quantum Activity(GEF Output)	Quantum Responsible Party (UNDP, IP, or Responsible Party)	Quantum Fund ID	Quantum Donor ID	Quantum Budgetary Account Code	Quantum Budget Account Description	Amount (USD) Year 1 2026	Amount (USD) Year 2 2027	Amount (USD) Year 3 2027	Amount (USD) Year 4 2028	Amount (USD) Year 5 2028	Amount (USD) Year 6 2029	Amount (USD) Year 7 2029	Total (USD)	See BN #
		Output 2.1.3: SLM Planning and promotion of conservation agriculture and forestry in miombo forest and peatlands in upper Lungue-Bungo River (Zambezi basin)for Lobito Corridor communities (Moxico Province).	*MINAMB*	*62000*	*10003*	*71300*	*Local Consultants*	3,850	7,700	7,700	3,850	3,850	3,850	3,850	34,650	38
			MINAMB	*62000*	*10003*	*71600*	*Travel*	27,340	27,340	27,340	27,340	27,340	27,340	27,340	191,380	39
			MINAMB	*62000*	*10003*	*71800*	*Contractual Services - Individuals*	21,400	21,400	21,400	21,400	21,400	21,400	21,400	149,800	40
			MINAMB	*62000*	*10003*	*72100*	*Contractual Services-Companies*	35,500	151,000	160,000	120,000	120,000	120,000	56,600	763,100	41
			MINAMB	*62000*	*10003*	*72800*	*Information Technology*	2,500	-	-	-	-	-	-	2,500	42
			MINAMB	*62000*	*10003*	*73100*	*Rental & Maintenance - Premises*	24,000	24,000	24,000	24,000	24,000	24,000	24,000	168,000	43
			Sub-Total MINAMB					**114,590**	**231,440**	**240,440**	**196,590**	**196,590**	**196,590**	**133,190**	**1,309,430**	
			UNDP	*62000*	*10003*	*71200*	*International Consultants*	10,400	24,400	24,400	14,000	7,000	7,000	7,000	94,200	44
			UNDP	*62000*	*10003*	*71600*	*Travel*	-	8,400	8,400	8,400	8,400	8,400	8,400	50,400	45
			UNDP	*62000*	*10003*	*72200*	*Equipment and Furniture*	45,000	-	-	-	-	-	-	45,000	46
			Sub- Total UNDP					**55,400**	**32,800**	**32,800**	**22,400**	**15,400**	**15,400**	**15,400**	**189,600**	
		Total Output 2.1.3						**169,990**	**264,240**	**273,240**	**218,990**	**211,990**	**211,990**	**148,590**	**1,499,030**	
		Output 2.1.4 SLM Planning for upper Cuito Basin (Lisima Landscape) in miombo forests and peatland with isolated communities near Tempué (Moxico).	*MINAMB*	*62000*	*10003*	*71300*	*Local Consultants*	3,850	7,700	7,700	3,850	3,850	3,850	7,700	38,500	47
			MINAMB	*62000*	*10003*	*71800*	*Contractual Services - Individuals*	21,400	21,400	21,400	21,400	21,400	21,400	21,400	149,800	48
			MINAMB	*62000*	*10003*	*71600*	*Travel*			18,960	18,960	18,960	18,960	10,960	86,800	49
			MINAMB	*62000*	*10003*	*72100*	*Contractual Services-Companies*	-	120,000	130,000	130,000	130,000	130,000	50,000	690,000	50

Quantum Outcome (GEF Component)	Quantum Output (GEF Outcome)	Quantum Activity(GEF Output)	Quantum Responsible Party (UNDP, IP, or Responsible Party)	Quantum Fund ID	Quantum Donor ID	Quantum Budgetary Account Code	Quantum Budget Account Description	Amount (USD) Year 1 2026	Amount (USD) Year 2 2027	Amount (USD) Year 3 2027	Amount (USD) Year 4 2028	Amount (USD) Year 5 2028	Amount (USD) Year 6 2029	Amount (USD) Year 7 2029	Total (USD)	See BN #
			Sub-Total MINAMB					**25,250**	**149,100**	**178,060**	**174,210**	**174,210**	**174,210**	**90,060**	**965,100**	
			UNDP	*62000*	*10003*	*71200*	*International Consultants*	10,400	10,400	10,400	-	-	-	-	31,200	51
			Sub-Total UNDP					**10,400**	**10,400**	**10,400**					**31,200**	
		Total Output 2.1.4						**35,650**	**159,500**	**188,460**	**174,210**	**174,210**	**174,210**	**90,060**	**996,300**	
		Output 2.1.5 Special Land Planning Cameia National Park wetlands and promotion of sustainable agricultural and grassland practices for neighbouring communities.	*MINAMB*	*62000*	*10003*	*71300*	*Local Consultants*	3,850	7,700	7,700	3,850	3,850	3,850	3,850	34,650	52
			MINAMB	*62000*	*10003*	*71800*	*Contractual Services - Individuals*	21,400	21,400	21,400	21,400	21,400	21,400	21,400	149,800	53
			MINAMB	*62000*	*10003*	*72100*	*Contractual Services-Companies*	50,000	185,000	255,000	215,000	65,000	65,000	45,000	880,000	54
			Sub-Total MINAMB					**75,250**	**214,100**	**284,100**	**240,250**	**90,250**	**90,250**	**70,250**	**1,064,450**	
			UNDP	*62000*	*10003*	*71200*	*International Consultants*	10,400	10,400	10,400	-	-	-	-	31,200	55
			Sub-Total UNDP					**10,400**	**10,400**	**10,400**	**-**	**-**	**-**	**-**	**31,200**	
		Total Output 2.1.5						**85,650**	**224,500**	**294,500**	**240,250**	**90,250**	**90,250**	**70,250**	**1,095,650**	
		Output 2.1.6 Scoping and detailed feasibility of priority agricultural and foresty restoration projects, and potential carbon/biodiversity projects in the ECP	*MINAMB*	*62000*	*10003*	*71300*	*Local Consultants*	-	7,700	7,700	7,700	7,700	7,700	7,700	46,200	56
			MINAMB	*62000*	*10003*	*71600*	*Travel*	4,500	13,500	13,500	13,500	9,000	9,000	9,000	72,000	57
			MINAMB	*62000*	*10003*	*71800*	*Contractual Services - Individuals*	21,400	21,400	21,400	21,400	21,400	21,400	21,400	149,800	58
			MINAMB	*62000*	*10003*	*72100*	*Contractual Services-Companies*	-	50,000	130,000	130,000	90,000	-	-	400,000	59
			Sub-Total MINAMB					**25,900**	**92,600**	**172,600**	**172,600**	**128,100**	**38,100**	**38,100**	**668,000**	
			UNDP	*62000*	*10003*	*71200*	*International Consultants*	10,400	10,400	40,400	30,000	-	-	-	91,200	60
			UNDP	*62000*	*10003*	*71600*	*Travel*	-	-	12,300	12,300	-	-	-	24,600	61
			Sub-Total UNDP					**10,400**	**10,400**	**52,700**	**42,300**	**-**	**-**	**-**	**115,800**	

Quantum Outcome (GEF Component)	Quantum Output (GEF Outcome)	Quantum Activity(GEF Output)	Quantum Responsible Party (UNDP, IP, or Responsible Party)	Quantum Fund ID	Quantum Donor ID	Quantum Budgetary Account Code	Quantum Budget Account Description	Amount (USD) Year 1 2026	Amount (USD) Year 2 2027	Amount (USD) Year 3 2027	Amount (USD) Year 4 2028	Amount (USD) Year 5 2028	Amount (USD) Year 6 2029	Amount (USD) Year 7 2029	Total (USD)	See BN #
		Total Output 2.1.6						**36,300**	**103,000**	**225,300**	**214,900**	**128,100**	**38,100**	**38,100**	**783,800**	
		Output 2.1.7 Ecosystem valuation for Payment for Ecosystem Services (upstream conservation projects in ECP) in the Kwanza River basin	*MINAMB*	*62000*	*10003*	*71300*	*Local Consultants*	-		7,700	7,700	7,700			23,100	62
			MINAMB	*62000*	*10003*	*71600*	*Travel*			11,250	11,250	11,250			33,750	63
			MINAMB	*62000*	*10003*	*72100*	*Contractual Services-Companies*	-		60,000	120,000	80,000	-	-	260,000	64
			Sub-Total MINAMB					**-**	**-**	**78,950**	**138,950**	**98,950**	**-**	**-**	**316,850**	
			UNDP	*62000*	*10003*	*71200*	*International Consultants*			28,000	42,000	28,000	-	-	98,000	65
			UNDP	*62000*	*10003*	*71600*	*Travel*	-	-	24,600	24,600		-	-	49,200	66
			Sub-Total UNDP					**-**	**-**	**52,600**	**66,600**	**28,000**	**-**	**-**	**147,200**	
		Total Output 2.1.7						**-**	**-**	**131,550**	**205,550**	**126,950**	**-**	**-**	**464,050**	
	Total Outcome 2.1							**626,890**	**1,282,340**	**1,634,150**	**1,531,500**	**1,202,100**	**985,150**	**664,020**	**7,926,150**	
Total Component 2								**626,890**	**1,282,340**	**1,634,150**	**1,531,500**	**1,202,100**	**985,150**	**664,020**	**7,926,150**	
Component 3: Promoting capacity to leverage sustainable financing to promote and scale up and scale out SLM and global environmental benefits	*Outcome 3.1 Institutional capacity and readiness developed to leverage sustainable financing, including through bonds, and carbon and biodiversity credit projects*	*Output 3.1.1 Assessment of opportunities and recommendations for De-risking investments in the nature sector, including Special Purpose Vehicles, Sustainable Bonds and Conservation Trust Funds*	*MINAMB*	*62000*	*10003*	*71300*	*Local Consultants*	10,000	27,500	10,000					47,500	67
			MINAMB	*62000*	*10003*	*75700*	*Training Workshops*	-	30,000	20,000		-			50,000	68
			Sub-Total MINAMB					**10,000**	**57,500**	**30,000**	**-**	**-**	**-**	**-**	**97,500**	
			UNDP	*62000*	*10003*	*71200*	*International Consultants*	50,000	40,000	10,000	10,000				110,000	69
			Sub-Total UNDP					**50,000**	**40,000**	**10,000**	**10,000**	**-**	**-**	**-**	**110,000**	
			Total Output 3.1.1					**60,000**	**97,500**	**40,000**	**10,000**	**-**	**-**	**-**	**207,500**	
		Output 3.1.2 Report on Angola State of Carbon & Biodiversity Credit Market with	*MINAMB*	*62000*	*10003*	*71300*	*Local Consultants*	20,000	30,000	30,000	20,000				100,000	70
			MINAMB	*62000*	*10003*	*75700*	*Training Workshops*				50,000				50,000	71

Quantum Outcome (GEF Component)	Quantum Output (GEF Outcome)	Quantum Activity(GEF Output)	Quantum Responsible Party (UNDP, IP, or Responsible Party)	Quantum Fund ID	Quantum Donor ID	Quantum Budgetary Account Code	Quantum Budget Account Description	Amount (USD) Year 1 2026	Amount (USD) Year 2 2027	Amount (USD) Year 3 2027	Amount (USD) Year 4 2028	Amount (USD) Year 5 2028	Amount (USD) Year 6 2029	Amount (USD) Year 7 2029	Total (USD)	See BN #
		Roadmap created and approved	***Sub-Total MINAMB***					**20,000**	**30,000**	**30,000**	**70,000**	**-**	**-**	**-**	**150,000**	
			UNDP	*62000*	*10003*	*71200*	*International Consultants*	60,000	102,000	60,000	60,000	-	-	-	282,000	72
			UNDP	*62000*	*10003*	*71500*	*UN Volunteer*	67,500	67,500	67,500	67,500	-	-	-	270,000	73
			UNDP	*62000*	*10003*	*71600*	*Travel*	11,480	40,600	22,960	11,480	-	-	-	86,520	74
			Sub-Total UNDP					**138,980**	**210,100**	**150,460**	**138,980**	**-**	**-**	**-**	**638,520**	
		Total Output 3.1.2						**158,980**	**240,100**	**180,460**	**208,980**	**-**	**-**	**-**	**788,520**	
	Total Outcome 3.1							**158,980**	**240,100**	**180,460**	**208,980**	**-**	**-**	**-**	**788,520**	
	Outcome 3.2. Increased techncial and financial capacity in restoration practitioners to leverage resources for ecosystem restoration and regenerative practices	*Output 3.2.1 Strengthen technical and financial capacity through the development and training of communities of practice (CoPs).*	*MINAMB*	*62000*	*10003*	*71800*	*Contractual Services - Individuals*		112,000	112,000	112,000	112,000	112,000	112,000	672,000	75
			Sub-Total MINAMB					**-**	**112,000**	**112,000**	**112,000**	**112,000**	**112,000**	**112,000**	**672,000**	
		Total Output 3.2.1						**-**	**112,000**	**112,000**	**112,000**	**112,000**	**112,000**	**112,000**	**672,000**	
	Total Outcome 3.2							**-**	**112,000**	**112,000**	**112,000**	**112,000**	**112,000**	**112,000**	**672,000**	
Total Component 3								**218,980**	**449,600**	**332,460**	**330,980**	**112,000**	**112,000**	**112,000**	**1,668,020**	
	Output 4.1.1 Training and capacity building activities to strengthen management and financing of ecosystem restoration and management of improved	*Output 4.1.1 Training and capacity building activities to strengthen management and financing of ecosystem restoration and management of improved productive land at the national,*	*MINAMB*	*62000*	*10003*	*71600*	*Travel*	24,000	30,000	30,000	30,000	30,000	30,000	30,000	204,000	76
			MINAMB	*62000*	*10003*	*71800*	*Contractual Services - Individuals*	25,200	25,200	25,200	25,200	25,200	25,200	25,200	176,400	77
			MINAMB	*62000*	*10003*	*72100*	*Contractual Services-Companies*	20,000	65,000	130,000	50,000	50,000	50,000	30,000	395,000	78

Quantum Outcome (GEF Component)	Quantum Output (GEF Outcome)	Quantum Activity(GEF Output)	Quantum Responsible Party (UNDP, IP, or Responsible Party)	Quantum Fund ID	Quantum Donor ID	Quantum Budgetary Account Code	Quantum Budget Account Description	Amount (USD) Year 1 2026	Amount (USD) Year 2 2027	Amount (USD) Year 3 2027	Amount (USD) Year 4 2028	Amount (USD) Year 5 2028	Amount (USD) Year 6 2029	Amount (USD) Year 7 2029	Total (USD)	See BN #
	productive land at the national, provincial, and local levels	*provincial, and local levels*	*MINAMB*	*62000*	*10003*	*74200*	*Audio Visual & Print Prod Cost*	10,000	10,000	10,000	10,000	10,000	10,000	10,000	70,000	79
			MINAMB	*62000*	*10003*	*75700*	*Training Workshops*	41,400	84,600	84,600	84,600	84,600	84,600	55,641	520,041	80
			Sub-Total MINAMB					**120,600**	**214,800**	**279,800**	**199,800**	**199,800**	**199,800**	**150,841**	**1,365,441**	
			UNDP	*62000*	*10003*	*71600*	*Travel*		26,400	83,640					110,040	81
			Sub-Total UNDP					**-**	**26,400**	**83,640**	**-**	**-**	**-**	**-**	**110,040**	
		Total Output 4.1.1						**120,600**	**241,200**	**363,440**	**199,800**	**199,800**	**199,800**	**150,841**	**1,475,481**	
		Output 4.1.2 Training and exchange of knowledge through participation in GCP activities	*MINAMB*	*62000*	*10003*	*75700*	*Training Workshops*	25,000	35,000	36,960	32,320		-	-	129,280	82
			Sub-Total MINAMB					**25,000**	**35,000**	**36,960**	**32,320**	**-**			**129,280**	
		Total Output 4.1.2						**25,000**	**35,000**	**36,960**	**32,320**	**-**	**-**	**-**	**129,280**	
		Output 4.1.3 Gender mainstreaming achieved through implementation of Gender Action Plan	*MINAMB*	*62000*	*10003*	*71300*	*Local Consultants*	19,500	26,000	26,000	19,500	-	-	-	91,000	83
			MINAMB	*62000*	*10003*	*71600*	*Travel*	6,000	6,000	6,000	6,000	-	-	-	24,000	84
			Sub-Total MINAMB					**25,500**	**32,000**	**32,000**	**25,500**	**-**	**-**	**-**	**115,000**	
		Total Output 4.1.3						**25,500**	**32,000**	**32,000**	**25,500**	**-**	**-**	**-**	**115,000**	
		Output 4.1.4 Design, approval and implementation of a Stakeholder Engagement and Communication Strategy – including grievance mechanism.	*MINAMB*	*62000*	*10003*	*71300*	*Local Consultants*	2,500	2,500	2,500	2,500	2,500	2,500	2,500	17,500	85
			Sub-Total MINAMB					**2,500**	**2,500**	**2,500**	**2,500**	**2,500**	**2,500**	**2,500**	**17,500**	
		Total Output 4.1.4						**2,500**	**2,500**	**2,500**	**2,500**	**2,500**	**2,500**	**2,500**	**17,500**	
	Total Outcome 4.1							**173,600**	**310,700**	**434,900**	**260,120**	**202,300**	**202,300**	**153,341**	**1,737,261**	

Quantum Outcome (GEF Component)	Quantum Output (GEF Outcome)	Quantum Activity(GEF Output)	Quantum Responsible Party (UNDP, IP, or Responsible Party)	Quantum Fund ID	Quantum Donor ID	Quantum Budgetary Account Code	Quantum Budget Account Description	Amount (USD) Year 1 2026	Amount (USD) Year 2 2027	Amount (USD) Year 3 2027	Amount (USD) Year 4 2028	Amount (USD) Year 5 2028	Amount (USD) Year 6 2029	Amount (USD) Year 7 2029	Total (USD)	See BN #
	Outcome 4.2. A dynamic and interactive platform for exchange of knowledge, learning, technical assistance, and multi-stakeholder dialogue and connectivity facilitates project development and learning.	*Output 4.2.1 Knowledge platform for Angola is developed and utilized. The Knowledge Platform will house project data, Angolan Knowledge Products, SLM Planning Spatial Analysis Tools, amongst others; link with GCP projects*	*MINAMB*	*62000*	*10003*	*71800*	*Contractual Services - Individuals*	8,400	8,400	8,400	8,400	8,400	8,400	8,400	58,800	86
			MINAMB	*62000*	*10003*	*72100*	*Contractual Services-Companies*	25,000	45,000	25,000	5,000	5,000	5,000	5,000	115,000	87
			MINAMB	*62000*	*10003*	*72800*	*Information Technology*	7,981	-	-	-	-	-	-	7,981	88
			Sub-Total MINAMB					**41,381**	**53,400**	**33,400**	**13,400**	**13,400**	**13,400**	**13,400**	**181,781**	
		Total Output 4.2.1						**41,381**	**53,400**	**33,400**	**13,400**	**13,400**	**13,400**	**13,400**	**181,781**	
	Total Outcome 4.2							**41,381**	**53,400**	**33,400**	**13,400**	**13,400**	**13,400**	**13,400**	**181,781**	
Total Component 4								**214,981**	**364,100**	**468,300**	**273,520**	**215,700**	**215,700**	**166,741**	**1,919,042**	
Monitoring and Evaluation (M&E)	*Output M&E: Follow Management Plan (reporting, inception workshop, indicators, MTR and TE, amongst others)*	*M&E*	*MINAMB*	*62000*	*10003*	*71300*	*Local Consultants*	12,000	12,000	12,000	12,000	12,000	12,000	12,000	84,000	89
			MINAMB	*62000*	*10003*	*71600*	*Travel*	4,040	4,040	4,040	4,040	4,040	4,040	4,040	28,280	90
			MINAMB	*62000*	*10003*	*75700*	*Training Workshops*	9,998	3,550	3,550	3,550	3,550	3,550	3,550	31,298	91
			Sub-Total MINAMB					**26,038**	**19,590**	**19,590**	**19,590**	**19,590**	**19,590**	**19,590**	**143,578**	
			UNDP	*62000*	*10003*	*71200*	*International Consultants*	-	-	45,000	-	-	-	45,000	90,000	92
			UNDP	*62000*	*10003*	*71300*	*Local Consultants*			20,000				20,000	40,000	93
			UNDP	*62000*	*10003*	*71600*	*Travel*			7,000				7,000	14,000	94
			Sub-Total UNDP							**72,000**				**72,000**	**144,000**	
Total M&E								**26,038**	**19,590**	**91,590**	**19,590**	**19,590**	**19,590**	**91,590**	**287,578**	
Project Management Cost (PMC)	*PMC*	*PMC*	*MINAMB*	*62000*	*10003*	*71800*	*Contractual Services - Individuals*	86,700	86,700	86,700	86,700	86,700	86,700	86,700	606,900	95
			MINAMB	*62000*	*10003*	*72200*	*Equipment and Furniture*	6,800	-	-	-	-	-	-	6,800	96

Quantum Outcome (GEF Component)	Quantum Output (GEF Outcome)	Quantum Activity(GEF Output)	Quantum Responsible Party (UNDP, IP, or Responsible Party)	Quantum Fund ID	Quantum Donor ID	Quantum Budgetary Account Code	Quantum Budget Account Description	Amount (USD) Year 1 2026	Amount (USD) Year 2 2027	Amount (USD) Year 3 2027	Amount (USD) Year 4 2028	Amount (USD) Year 5 2028	Amount (USD) Year 6 2029	Amount (USD) Year 7 2029	Total (USD)	See BN #
			MINAMB	*62000*	*10003*	*72400*	*Communic & Audio Visual Equip*	2,000	2,000	2,000	2,000	2,000	2,000	2,000	14,000	97
			MINAMB	*62000*	*10003*	*72500*	*Supplies*	3,119	3,100	3,100	3,100	3,100	3,000	3,000	21,519	98
			MINAMB	*62000*	*10003*	*74500*	*Miscellaneous*	1,490	1,000	1,000	1,000	1,000	1,000	1,000	7,490	99
			Sub-Total MINAMB					**100,109**	**92,800**	**92,800**	**92,800**	**92,800**	**92,700**	**92,700**	**656,709**	
			UNDP	*62000*	*10003*	*74100*	*Professional services*	4,000	4,000	4,000	4,000	4,000	4,000	4,000	28,000	100
			Sub-Total UNDP					**4,000**	**4,000**	**4,000**	**4,000**	**4,000**	**4,000**	**4,000**	**28,000**	
			UNDP	*04000*	*00012*	*74598*	*Direct Project Costs*	4,000	4,000	4,000	4,000	4,000	4,000	4,000	28,000	101
			Sub-Total UNDP					**4,000**	**4,000**	**4,000**	**4,000**	**4,000**	**4,000**	**4,000**	**28,000**	
		PMC GEF Fund						**104,109**	**96,800**	**96,800**	**96,800**	**96,800**	**96,700**	**96,700**	**684,709**	
		PMC TRAC fund						**4,000**	**4,000**	**4,000**	**4,000**	**4,000**	**4,000**	**4,000**	**28,000**	
Total Project Management Cost								**108,109**	**100,800**	**100,800**	**100,800**	**100,800**	**100,700**	**100,700**	**712,709**	
							Total Project Grant - GEF	**1,609,798**	**2,723,730**	**2,989,800**	**2,440,890**	**1,782,290**	**1,565,240**	**1,267,151**	**14,378,899**	
							Total Project Grant - UNDP	**4,000**	**4,000**	**4,000**	**4,000**	**4,000**	**4,000**	**4,000**	**28,000**	
							GRAND TOTAL	**1,613,798**	**2,727,730**	**2,993,800**	**2,444,890**	**1,786,290**	**1,569,240**	**1,271,151**	**14,406,899**	

Budget Note

New BN #	Description
1	This budget is reserved for: i) Senior Angolan Landscape and Restoration Specialist Assist with development of White Paper review of cooperative/association creation at Provincial level and recommendations for improving community-based management of land and forests. Provide ongoing support to the development of Guidelines and testing of guidelines for grass land burning and peatland management. Responsible of developing and promoting guidelines at the Provincial and national level. LOE 1 month / year for 7 years @ 7700/month ($53,900) ; ii) Local Legal Advisory Expert to Review and assess national law on cooperatives and associations in relation to gaining community tenure and greater governance of lands and forests and the possibility of developing Provincial level approval for creating cooperatives. Assess the process of developing community land conservancies. Develop White Paper policy recommendations. Promote and communicate findings, test in Component 2. LOE- 3.5 months over years 2 (2months) &3 (1.5 months) @ $10,000/month ($35,000) Total estimated cost is $88,900
2	This budget is reserved for Travel includes 4 internal trips per/year (internal flight and 4 days) / 1900 USD/trip; and for maintenance and fuel of the vehicle 1200 USD/month @ total of $22,000/year Total estimated cost is $154,000
3	This budget is reserved for Driver's, full time, Salary for Luanda, who supports activities under Component 1 and occasional field site visits USD1250/month for 7 years Total estimated cost is $105,000
4	This budget is reserved for the purchase of 1 laptop for Sustainable finance specialist @2,500 Total estimated cost is $2,500
5	This budget is reserved for supplementing building maintenance; utilities; etc. USD 600/month. This rental is for field office in Humabo City to cover Humabo and Bié provinces. Total estimated cost is $50,400
6	This budget is reserved for Printing of information and knowledge dissemination, translation costs, etc Total estimated cost is $27,000
7	This budget is reserved to hire international consultant - Capacity Building Specialist (IPSA) for a total of 24 months over the first 3 years to build the capacity of key government implementing partners in project, natural resource management, restoration and SLM; Provide technical supervision and expertise to ensure effective implementation of the project; provide strategic guidance into the technical, financial aspects of the project to ensure that activities are in line with the project document; assist development and ensure the implementation of an effective knowledge management strategy and project implementation that promotes learning. The IPSA will also directly assist in the provinces under Component 2. 62.5% (15 months - Y1 (2.5m), Ys2(8.5 m) & Y3 (4m) @ $20,800/month) of the cost will be covered from this Component and the remaining balance 37.5 % (15 days for each output (2.1.1, 2.1.2, 2.1.3. 2.1.4. 2.1.5 & 2.1.6) will be covered by Component 2 (See BN 31, 37, 44, 51, 55 & 56) Total estimated cost is $312,000
8	This budget is reserved to hire Senior Finance Specialist, IUNV, to coordinated policy development of financial mechanisms, oversight of Legal Advisory expert on white paper and financial mechanism "readiness" review; primary liaison with MINFIN and Donors associated with Financial Mechanism from **years 1-4**. The Senior Finance Specialist will spend 3 months/year coordinating financial elements associated with component 1 (Under output 1.1.1) and 9 months coordinating and managing the financial instruments under Component 3 (placed under output 3.1.2 but for all of component 3). @ $7500/ month, 25% of the cost will be covered by Component 1 and the remaining 75% will be covered by Component 3. (see BN 73) Total estimated cost is $90,000
9	This budget is reserved for the purchase of 1 vehicle principally for Luanda to support Components 1, 3 and 4 , but also to access Project sites as needed. In particular the vehicle (4x4 to accommodate the terrain of the project sites) will be used for planning and implementation associated with Cameia National Park where the INBC will be taking a leading role. Total estimated cost is $45,000
10	This budget is reserved for hiring Local technical officer on SES and Gender to oversee multi-stakeholder process in SLM Planning, and continued engagement during implementation, including ongoing monitoring. Ensuring SES policy is upheld throughout the project, and annual reporting on SES indicators, coordination with International SE Safeguard Specialist and facilitation of their work in Angola, primary contact for project related to SES, ensuring Gender Action Plan in updated and implemented; Annual reporting to Steering Committee; Supervise work of the Local Gender Specialist; Ensure integration of SES policies into the SLM Planning and training (Output 1.3.2 and 1.3.3) LOE - 5 months/year for project duration @ 2500/month. Total estimated cost is $87,500
11	This budget is reserved for Travel activities under this output including travel for local SES-Gender officer 2 trips/year at $3000/trip (internal flight $500- and 10-days field @ $250/day), i.e., $6,000/year Total estimated cost is $42,000

New BN #	Description
12	This budget is reserved for hiring International Social and Environmental Safeguards (ISESG) specialist to provide capacity building for local staff, ensure incorporate SES Policy is adequately incorporated into SLM Planning framework. Int SE Safeguard Specialist to prepare of ESIAs, with a particular focus on the social and environmental risks under the restoration and conservation agriculture; including due consultations and ESMP. 6 ESIAs to be done in conjunction with outputs 2.1.1-2.1.6. Additionally, preparation of Process Framework and LAP in case of risk of economic displacement for outputs 2.1.1-2.1.5. 15.5 months over years 1-4. LOE- 15.5 month over years 1-4 @ $14,000/month Total estimated cost is $217,000
13	This budget is reserved for Travel activities under this output: travel for ISESG, $8400/trip (1 international flight $3500, 1 domestic flight $500 ,5 days Luanda @$380/day and 10 days field @250/day) assumes 9 trips total - 2-yr1, 3-yr2, 3-yr3, 1-yr4 (*) Total estimated cost is $75,600
14	This budget is reserved to hire Senior Angolan Landscape and Restoration Specialist : assist application of the CI-WRI Diagnostic Tool in the Angola context; assist in production of Assessment Brief of enabling conditions based on the findings of the CI-WRI tool; Assist information and input into White Paper policy document (1.1.1.1); inform modules needed for SLM Planning Tool-kit (1.3.3.1); liaise and coordinate work of Int Landscape Planning and Restoration Specialist; Facilitate and lead the creation of a Community of Practice on Ecosystem Restoration throughout the project. LOE 2 months @7700/month in year 1 Total estimated cost is $15,400
15	This budget is reserved for Information dissemination workshop 'enabling conditions' based on Assessment Brief of Enabling Conditions. Total Estimated cost is $10,000
16	This budget is reserved to hire International Landscape Restoration expert Primarily responsible for application of the CI-WRI diagnostic tool; Produce and Assessment Brief of enabling conditions based on the findings of the CI-WRI tool; participate in the Workshop, bring experience and best practices to bear on "enabling environments" and best practices for SLM and restoration ; assist in writing and preparing an assessment brief on challenges and changes needed to the Angolan enabling environment to promote SLM and restoration. Assist in the integration of spatial planning tools in the SLM Planning (1.3.2 and 1.3.3) LOE is 2 months @ $14000/month in year 1. Total Estimated cost is $28,000
17	This budget is reserved for Travel for International Landscape Planner and Restoration specialist, $8400/trip (1 international flight $3500, 1 domestic flight $500 ,5 days Luanda @$380/day and 10 days field @250/day) assumes 1 trip in year 1 (*) Total estimated cost is $8,400
18	This budget is reserved for Senior Angolan Landscape and Restoration Specialist assist in the development of spatial analysis in SLM Planning Tools, training module, lead creation of a GIS data base with national level information held by other entities, such as FAO to update global level data. Ensure open access for all users. Coordinate with Spatial Analyst (GIS) specialist integration of Spatial analysis tools for SLM Planning and monitoring; Coordinate creation of spatial analysis training packages; Coordinate and develop RFP and TOR for academic institutions to develop indicators for monitoring program for SLM Planning and plan and implement monitoring LOE 3 months over years 1 and 2 at $7,700/month. Total estimated cost is $23,100
19	This budget is reserved to hire a full time National Senior GIS Analyst to help integrate spatial analysis in the SLM Planning tools and develop a landuse-forestry/ecosystem services/ecosystem degradation layers and analytical tools for the ECP region (and subsequently Angola) Primarily responsible for developing GIS and spatial analysis tools, including development and maintenance of static maps products and user-friendly web-based mapping tools in support of the SLM Planning. Ensure that all spatial data utilized in the SLM Planning processes contain metadata consistent with national geospatial standards and requirements ; creating web-based data base and compiling and adding of national level data for forestry and landuse to integrate with global layers; on-gong maintenance and upgrading of the spatial tools, ensuring that all data use can be open access; including monitoring and evaluation for reporting, incorporating Success indicators from activity 1.2 .1.3; ensuring integration into a web-based system of planning; facilitating use of tools in the SLM Planning phase comp 2; overusing monitoring and use throughout the project. The GIS and Sr. Landscape Restoration specialist will oversee and apply the development of a GIS layer with national level data to monitor project progress. LOE @$2,500/month and split between Output 1.3.2 & 1.3.3. 58% of the cost will be charged under this Output & 42% will be charged from Output 1.3.3, (see budget note 23) Total estimated cost is $122,500
20	This budget is reserved to: i) hire local NGO - (possibly CI) or service company or academia to develop a GIS platform where georeferenced data at national scale will be uploaded to create landuse-forestry/ecosystem services/ecosystem degradation layers, and to develop spatial analysis tools for use with the GIS layer. Potentially participate in SLM planning, The focus is initially on the ECP to be expanded over the years- estimated costs of $70,000 over years 1-2; and maintenance and updating of GIS layer and tools to include other priority areas of Angola $10,000/yr for years 3-7. ($50,000), est cost $120,000 ii) hire academic institutions to help develop indicators and conduct field surveys to gather georeferenced data for monitoring purposes. Indicators are to be developed with the Landscape restoration specialist (National and international) could include as soil carbon, canopy cover, species distribution, etc. Participate in SLM Planning, (yrs 1-2) $40,000 and implement monitoring program $15,000/years 3-7 ($75,000) . , Est costs of $115,000 Total estimated cost is $235,000
21	This budget is reserved to purchase a laptop computer and software for GIS Analyst (for work to integrate spatial analysis into planning and monitoring. Total estimated cost is $5,000

New BN #	Description
22	This budget is reserved for Senior Angolan Landscape and Restoration Specialist for overview of integration of different modules, particularly related to restoration and observation agriculture, into the SLM Planning Tools. Including liaising with other specialists for SES policy and gender considerations. LOE is 2 months in year 1 @ $7700/month. Ensuring effective implementation of SLM tool, continual updating and modification, liaise with Global Coordination Project for disseminating tools. On-going. 1 month/year years 2-7 @ $7,700/month. Total estimated cost is $61,600
23	This budget is reserved to hire a full time National Senior GIS Analyst to help integrate spatial analysis in the SLM Planning tools. Primarily responsible for developing GIS and spatial analysis tools, including development and maintenance of static maps products and user-friendly web-based mapping tools in support of the SLM Planning. Ensure that all spatial data utilized in the SLM Planning processes contain metadata consistent with national geospatial standards and requirements; creating web-based data base and laying of national level data to integrate with global layers; on-gong maintenance and upgrading of the spatial tools, ensuring that all data use can be open access; including monitoring and evaluation for reporting, incorporating Success indicators from activity 1.2.1.3; ensuring integration into a web-based system of planning; facilitating use of tools in the SLM Planning phase Comp 2; overusing monitoring and use throughout the project. LOE @$2,500/month and split between Output 1.3.2 & 1.3. 3.. 42% of the cost will be charged under this Output & 58% will be charged from Output 1.3.2, (see budget note 19) Total estimated cost is $87,500
24	This budget is reserved for Senior Angolan Landscape and Restoration Specialist for oversight of implementing SLM Planning, and project implementation Morro do Moco site (2.1.1). Coordinate and liaise with Local Coordinator/planner, Assist development of TOR for consulting companies, oversee Landscape restoration aspects of SLM planning of Morro do Moco site, monitor implementation. LOE 0.5 month - year 1, 1/month for year 2&3; 0.5/month/year yr. 4-7 @ $7500/month. Total estimated cost is $34,650
25	This budget is reserved for salaries of full time technical & support staff, cost equally split, 16.67% among each Output 2.1.1, 2.1.2, 2.1.3. 2.1.4, 2.1.5 & 2.1.6: i) Local Tech Officer for SE Safeguards, Gender & Monitoring to ensure planning and implementation meet SES policy as assist in community engagement and gender empowerment components. @$2500/month for 7yr ($5,000/year and total of $35,000 over 7 years) Ii)2 Local Field coordinator /planners for Huambo for work in Moco do Moro (2.1.1); Upper Cubango site (2.1.2) and scoping 2.1.6 and in Luena for work in Upper Lungue-Bungo site (2.1.3) & Upper Cuito site (2.1.4) to coordinate and organise RFPs, hiring, and managing contractual services of NGO's or companies to conduct SLM planning and plan implementation; collaborate with oversee the stakeholder engagement, liaise with different groups, provincial govt, municipal authorities, local and village level officials (Soba) to ensure effective engagement. collaborate with Local Tech officer for SE Safeguards, Gender and Monitoring to ensure SES policy fulfilled; collaborate with Local landscape Planner/Restoration Specialist to identify any specific studies that are needed for the SLM Planning; ensure monitoring and follow up are conducted with academic institutions (1.3.2) for 2 local coordinators at @ $2600/month for 7 yrs. ($10,400/year and total of $72,800 over 7 years) iii)2 Drivers for Humabo-Bie & Luena @$1500/month for 7yr ($6000/year and total of $42,000 over 7 years) Total estimated cost is $21400/year and total of 149,800 over 7 years (please see BN 35,40, 48, 53 & 58)
26	This budget is reserved for Contractual services to conduct studies and assessment, to conduct planning, and implementation for Morro do Moco, including use of geospatial analysis, engagement with communities ; i) Planning and implementation will involve a tourism development strategy; conservation forestry, conservation agriculture, testing of grassland burning policy and community management recommendations from 1.1.1; alternative livelihoods plan, conduct a value added assessment for agricultural products, and enhance agricultural services, amongst others; LOE (12 - 18 month process over year 1 and 2 for $215,000 ii) implementation of the plan by several consulting service providers (NGOs, companies, amongst others). LOE yr2-7 for $560,000. ii) Academic involvement with determining tree species and nursery development, oversee planting, conducting social economic studies for 2.1.1, 2.1.2, and 2.1.6 estimated LOE is $280,000 over 7 years; Total estimated cost is $1,055,000
27	This budget is reserved for the purchase of 1 laptop and projector for Local coordinator /planner for Huambo @$2,500 Total estimated cost is $2,500
28	This budget is reserved for supplementing for CETAC office, utilities at $800/month for 7 years - for Morro do Moco (2.1.1), Upper Cubango (2.1.2) and Bié (2.1.6). Total estimated cost is $67,200
29	This budget is reserved for audo- visual equipment to assist with delivering Component 2. Total expected cost $25,120
30	This budget is reserved for INBC Internal travel for implementation for Luanda - Huambo/Bié (quarterly) 2 person for 4 days - 7 times per year ($500 for flight and $250/day =$3000/trip). Covers all outputs under comp 2; $294,000; Also, vehicle maintenance, fuel and insurance for Huambo-Bié activities ($1200/month) total $100,800; Total estimated cost is $56,400/year for total of $394,800
31	This budget is reserved for hiring i)an International Capacity building expert (IPSA) for capacity building and technical delivery of 2.1.1 including specific capacity building for Local Coordinator/Planner in Huambo - LOE 0.5 month/yr. for yr. 1-3, @$10,400/yr over yrs 1-3 total $31,200); See BN7,31,37,44,51,55,and 60. ii) Int Landscape and restoration specialist for oversight of SLM Planning for 2.1.1, 2.1.2, 2.1.6 and ongoing support to implementation of restoration and conservation activities LOE 1 month/year yr. 2-4 and 0.5months/yr. for yrs. 5- 7 @ $14000/month (the total is $63,000) Total estimated cost is $94,200

New BN #	Description
32	Travel for Int Landscape Planner and Restoration specialist, $8400/trip (1 international flight $3500, 1 domestic flight $500, 5 days Luanda @$380/day and 10 days field @250/day) assumes 1 trip/year between yrs. 2-7 (*) Total estimated cost is $50,400 Total estimated cost is $50,400
33	This budget is reserved for the purchase of 1 vehicle (*) for site coordination in Morro do Moco (2.1.1), Upper Cubango (2.1.2) and Bié (2.1.6). While there are very good roads throughout both Humabo province and Bié province, access to the actual project sites is rugged and requires a 4x4 vehicle. A designated vehicle will be needed to ensure timely delivery of coordination. Total estimated cost is $45,000
34	This budget is reserved for hiring a Senior Angolan Landscape and Restoration Specialist for oversight of implementing SLM Planning and project implementation Upper Cubango (2.1.2). Coordinate and liaise with Local Coordinator/planner, Assist development of TOR for consulting companies, oversee Landscape restoration aspects of SLM planning of Upper Cubango site, monitor implementation. LOE 0.5 month - year 1, 1/month/year for years 2&3; 0.5/month/year yr. 4-7 @ $7700/month. Total estimated cost is $34,650
35	This budget is reserved for salaries of full time technical & support staff, cost equally split, 16.67% among each Output 2.1.1, 2.1.2, 2.1.3. 2.1.4, 2.1.5 & 2.1.6: i) Local Tech Officer for SE Safeguards, Gender & Monitoring to ensure planning and implementation meet SES policy as assist in community engagement and gender empowerment components. @$2500/month for 7yr ($5,000/year and total of $35,000 over 7 years) Ii) 2 Local Field coordinator /planners for Huambo for work in Moco do Moro (2.1.1); Upper Cubango site (2.1.2) and scoping 2.1.6 and in Luena for work in Upper Lungue-Bungo site (2.1.3) & Upper Cuito site (2.1.4) to coordinate and organise RFPs, hiring, and managing contractual services of NGO's or companies to conduct SLM planning and plan implementation; collaborate with oversee the stakeholder engagement, liaise with different groups, provincial govt, municipal authorities, local and village level officials (Soba) to ensure effective engagement. collaborate with Local Tech officer for SE Safeguards, Gender and Monitoring to ensure SES policy fulfilled; collaborate with Local landscape Planner/Restoration Specialist to identify any specific studies that are needed for the SLM Planning; ensure monitoring and follow up are conducted with academic institutions (1.3.2) for 2 local coordinators at @ $2600/month for 7 yrs. ($10,400/year and total of $72,800 over 7 years) iii) 2 Drivers for Humabo-Bie & Luena @$1500/month for 7yr ($6000/year and total of $42,000 over 7 years) Total estimated cost is $21400/year and total of 149,800 over 7 years (please see BN 25,40, 48, 53 & 58)
36	This budget is reserved for Contractual Services for: i) conducting SLM Planning for riparian protection, including riparian conservation assessment, watershed mapping and modelling, establish zones for forestry conservation, conservation agriculture, source water protection, and village washing stations, developing indicators for success. Include gender and environmental impacts and will apply SES policies as appropriate. ($185,000 over yrs. 1-2); ii) implementation of riparian enhancement, protection, and education including riverbank restoration, planting of erosion control native species; restoration of grassland, planting native mixed-shurb and tree zones, monitoring fish and wildlife, establishing fish habitat along with riparian zone restoration including sediment trapping and woody debris habitat, and monitoring of success indicators. Additionally, establishing 20-23 source water protection washing stations at the village level. $768,000 over yrs. 3-7. Total estimated cost is $953,000
37	This budget is reserved for hiring international consultants: i) Capacity building expert (IPSA) for technical delivery and work including specific capacity building (2.1.1) for Local Coordinator/Planner in Humabo in relation to implementation of the Upper Cubango site - LOE 0.5 month/yr. for yr. 1-3, @$20,800/month ($10,400/ year for yrs 1-3. total$31,200) See BN7,31,37,44,51,55, and 60 Total estimated cost is $31,200
38	This budget is reserved for hiring National consultant: i) Senior Angolan Landscape and Restoration Specialist for oversight of implementing SLM Planning and project implementation Luengue-Bongo site (2.1.3). Coordinate and liaise with Local Coordinator/planner, Assist development of TOR for consulting companies, oversee Landscape restoration aspects of SLM planning of Upper Cubango site, monitor implementation. LOE 0.5 month - year 1, 1/month/year for years 2&3; 0.5/month/year yr. 4-7 @ $7700/month. Total estimated cost is $34,650
39	This budget is reserved for internal travel Luanda-Luena 3 times a year at 4040/trip; includes fuel and maintenance of vehicle ($1200/month for fuel and insurance; yrs. 1-7 and other travel costs related to this component Total estimated cost is $191,380;
40	This budget is reserved for salaries of full time technical & support staff, cost equally split, 16.67% among each Output 2.1.1, 2.1.2, 2.1.3. 2.1.4, 2.1.5 & 2.1.6: i) Local Tech Officer for SE Safeguards, Gender & Monitoring to ensure planning and implementation meet SES policy as assist in community engagement and gender empowerment components. @$2500/month for 7yr ($5,000/year and total of $35,000 over 7 years) Ii)2 Local Field coordinator /planners for Huambo for work in Moco do Moro (2.1.1); Upper Cubango site (2.1.2) and scoping 2.1.6 and in Luena for work in Upper Lungue-Bungo site (2.1.3) & Upper Cuito site (2.1.4) to coordinate and organise RFPs, hiring, and managing contractual services of NGO's or companies to conduct SLM planning and plan implementation; collaborate with oversee the stakeholder engagement, liaise with different groups, provincial govt, municipal authorities, local and village level officials (Soba) to ensure effective engagement. collaborate with Local Tech officer for SE Safeguards, Gender and Monitoring to ensure SES policy fulfilled; collaborate with Local landscape Planner/Restoration Specialist to identify any specific studies that are needed for the SLM Planning; ensure monitoring and follow up are conducted with academic institutions (1.3.2) for 2 local coordinators at @ $2600/month for 7 yrs. ($10,400/year and total of $72,800 over 7 years)

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	iii)2 Drivers for Humabo-Bie & Luena @$1500/month for 7yr ($6000/year and total of $42,000 over 7 years) Total estimated cost is $21400/year and total of 149,800 over 7 years (please see BN 25, 35, 48, 53 & 58)
41	This budget is reserved for Contract services: i) to conduct SLM planning, engagement with IDA and academia, NGOS, conduct assessments of area, engagement with stakeholders done over yrs. 2-3. ($120,000) ii) to conduct SLM planning and necessary baseline surveys and assessments, collaboration with NGWOP, and assessment of area, engagement with stakeholders, determine final location for community interventions and activities. (yr. 1- $85,100) iii) to conduct socio-economic and environmental baseline assessments, and EIA. yrs2&3 ($40,000) iv) to conduct initial mapping of data points for PES credit project such as carbon or biodiversity. (LOE $50,000 yrs. 2-3); v) to plan implementation that will include promotion of conservation agriculture, sustainable forts management practices and alternative mechanism for livelihood generation (including non-wood forest products); amongst others. LOE $468,000 over yrs. 3-7 Total estimated cost is $763,100
42	This budget is reserved for the purchase of 1 laptop and projector for Local coordinator /planner for Luena @$2,500 Total estimated cost is $2,500
43	This budget is reserved for Rental of coordination office for Moxico Province in Luena ($2000/month) for 7 years. The rental is for field office in Luena to cover Moxico province. The office space for field offices in Humabo and Luena include rental and utilities (including functioning internet) for a small office in the provinces where the project site activities will take place. While facilities in Luando are well developed, it is not easy to find appropriate space in either Humabo City or Luena. Ensuring spaces with well-functioning communications is important. Total estimated cost is $168,000
44	This budget is reserved for hiring i)an International Capacity building expert (IPSA) for capacity building and technical delivery of 2.1.3 including specific capacity building for Local Coordinator/Planner in Luena - LOE 0.5 month/yr. for yr. 1-3, @ $10,400/yr over yrs 1-3 total $31,200); See BN7,31,37,44,51,55,and 60. ii) Int Landscape and restoration specialist for oversight of SLM Planning for 2.1.3, 2.1.4,2.1.5 and ongoing support to implementation of restoration and conservation activities LOE 1 month/year yr. 2-4 and 0.5months/yr. for yrs. 5- 7 @ $14000/month (the total is $63,000) Total estimated cost is $94,200
45	This budget is reserved for international travel related to International SES-Gender specialist; International Landscape and restoration specialist (6 trips at $8400/trip) (*) (1 international flight $3500 , 1 domestic flight $500 ,5 days Luanda @$380/day and 10 days field @250/day) - every year starting from year 2 Total estimated cost $50,400
46	This budget is reserved for the purchase of 1 Vehicle for field coordination in Upper Lungue-Bungo (2.1.3); Upper Cuito basin (2.1.4); and Cameia Nat Park (2.1.5) (*) Access to the project sites are extremely difficult and rugged the only paved roads in Moxico are within the city of Luena and all access requires 4x4 access. Most of the roads are unpassable for periods during the rainy season. Total estimated cost is $45,000
47	This budget is reserved to hire: Senior Angolan Landscape and Restoration Specialist for implementing SLM Planning and project implementation Upper Cuito site (2.1.4) to provide overall guidance to the SLM planning and oversee the implementation of the plan to ensure restoration and conservation activities are successful; conduct initial mapping for Biodiversity or carbon project to assess potential and viability for initial feasibility A; facilitate dialogue and interaction between municipal, provincial and local stakeholders during the planning phase; supervise implementation and monitoring of the project . LOE 0.5 months/yr. over 7 years @7700/month (0.5-yr1,1-yr2,1-yr3, 05 yrs. 4-6, 1 -yr7) Total estimated cost is $38,500
48	This budget is reserved for salaries of full time technical & support staff, cost equally split, 16.67% among each Output 2.1.1, 2.1.2, 2.1.3. 2.1.4, 2.1.5 & 2.1.6: i) Local Tech Officer for SE Safeguards, Gender & Monitoring to ensure planning and implementation meet SES policy as assist in community engagement and gender empowerment components. @$2500/month for 7yr ($5,000/year and total of $35,000 over 7 years) Ii)2 Local Field coordinator /planners for Huambo for work in Moco do Moro (2.1.1); Upper Cubango site (2.1.2) and scoping 2.1.6 and in Luena for work in Upper Lungue-Bungo site (2.1.3) & Upper Cuito site (2.1.4) to coordinate and organise RFPs, hiring, and managing contractual services of NGO's or companies to conduct SLM planning and plan implementation; collaborate with oversee the stakeholder engagement, liaise with different groups, provincial govt, municipal authorities, local and village level officials (Soba) to ensure effective engagement. collaborate with Local Tech officer for SE Safeguards, Gender and Monitoring to ensure SES policy fulfilled; collaborate with Local landscape Planner/Restoration Specialist to identify any specific studies that are needed for the SLM Planning; ensure monitoring and follow up are conducted with academic institutions (1.3.2) for 2 local coordinators at @ $2600/month for 7 yrs. ($10,400/year and total of $72,800 over 7 years) iii)2 Drivers for Humabo-Bie & Luena @$1500/month for 7yr ($6000/year and total of $42,000 over 7 years) Total estimated cost is $21400/year and total of 149,800 over 7 years (please see BN 25, 35, 40, 53 & 58)
49	This budget is reserved for additional travel costs to the Cuito area which is relatively isolated: i) Costs will cover additional fuel for vehicles - 250km from Luena to Cangamba on dirt road and 120km from Cangamba to Tempue of very bad dirt road. Estimated budget is $8,000 ($1,600/yr) for fuel and additional maintenance across years 3-7 ($1360/yr) total 14,800 ii) small aircraft flights from Luena - estimated 4 trips/yr (total 18 trips at $4000/trip for $16,000/yr for total of $72,000 across

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	years 3-7) Total estimated cost $86,800
50	This budget is reserved for hiring Contractual company services to: i) conduct SLM planning and necessary baseline surveys and assessments, collaboration with NGWOP, and assessment of area, engagement with stakeholders, determine final location for community interventions and activities; conduct socio-economic and environmental baseline assessments, and EIA LOE $250,000 ii) Plan implementation will include promotion of conservation agriculture, sustainable forts management practices and alternative mechanism for livelihood generation (including non-wood forest products); amongst others. LOE $440,000 yrs. 3-7 Total estimated cost is $690,000
51	The budget is reserved to hire the international consultants: i) Capacity building Expert; for assistance and oversight in 2.1.4, and ongoing support to implementation of restoration and conservation activities LOE 2 month/year yr. 2-4 and 0.5 months/yr. for yrs. 5-7 @$20800/month. See BN7,31,37,44,51,55, and 60 Total estimated cost is $31,200
52	This budget is reserved to hire: i) Senior Angolan Landscape and Restoration Specialist for oversight of implementing Special Land Planning and project implementation Cameia National Park site (2.1.5). Coordinate and liaise with Local Coordinator/planner, Assist development of TOR for consulting companies, oversee Landscape restoration aspects of SLM planning of Cameia site - including overseeing conservation agriculture in neighbouring communities to the Park, monitor implementation. LOE 0.5 month - year 1, 1/month/year for years 2&3; 0.5/month/year yr. 4-7 @ $7700/month. Total estimated cost is $34,650
53	This budget is reserved for salaries of full time technical & support staff, cost equally split, 16.67% among each Output 2.1.1, 2.1.2, 2.1.3. 2.1.4, 2.1.5 & 2.1.6: i) Local Tech Officer for SE Safeguards, Gender & Monitoring to ensure planning and implementation meet SES policy as assist in community engagement and gender empowerment components. @$2500/month for 7yr ($5,000/year and total of $35,000 over 7 years) Ii)2 Local Field coordinator /planners for Huambo for work in Moco do Moro (2.1.1); Upper Cubango site (2.1.2) and scoping 2.1.6 and in Luena for work in Upper Lungue-Bungo site (2.1.3) & Upper Cuito site (2.1.4) to coordinate and organise RFPs, hiring, and managing contractual services of NGO's or companies to conduct SLM planning and plan implementation; collaborate with oversee the stakeholder engagement, liaise with different groups, provincial govt, municipal authorities, local and village level officials (Soba) to ensure effective engagement. collaborate with Local Tech officer for SE Safeguards, Gender and Monitoring to ensure SES policy fulfilled; collaborate with Local landscape Planner/Restoration Specialist to identify any specific studies that are needed for the SLM Planning; ensure monitoring and follow up are conducted with academic institutions (1.3.2) for 2 local coordinators at @ $2600/month for 7 yrs. ($10,400/year and total of $72,800 over 7 years) iii)2 Drivers for Humabo-Bie & Luena @$1500/month for 7yr ($6000/year and total of $42,000 over 7 years) Total estimated cost is $21400/year and total of 149,800 over 7 years (please see BN 25, 35, 40, 48 & 58)
54	This budget is reserved for hiring companies: i) to conduct initial baseline studies and social and environmental screening to determine the areas for actual intervention, including initial site visits to determine target communities. $100,000 yrs. 1-2. Special Land planning in collaboration with INBC and MINAMB. including use of geospatial analysis, engagement with communities, biodiversity survey and monitoring, Biodiversity action plan, alternative livelihoods assessment and plan, (24 month process) ii) to conduct socio-economic and environmental baseline assessments, Social and environmental impact assessment and needs; soil health surveys for measuring progress; Eco-tourism needs assessment and feasibility; and others which are deemed appropriate. LOE for Planning and studies estimated at $350,000 over years 2-4; iii) for implementation of plan and sub-plans (eg alternative livelihood strategy) and on-going community involvement, monitoring and reporting LOE $305,000 over years 3-7. iv) for establishment of ranger huts for monitoring and community-based stewardship management programs, including basic water and sanitation. Est $125,000. yrs. 2-3 Total estimated cost is $880,000
55	This budget is reserved for hiring of international consultant Capacity Building specialist (IPSA) for capacity building for the Local Coordinator/Planner in Luena and technical delivery of the Special Land planning for Cameia site (2.1.5) including specific capacity building for local government (local MINAMB staff and Provincial staff) (Moxico Province) - LOE 0.5 month/yr. for yr. 1-3, See BN7,31,37,44,51,55,and 60 Total estimated cost is $31,200
56	This budget is reserved for hiring of Angolan Senior Landscape and Restoration Specialist for oversight of implementing Special Land Planning and project implementation Cameia National Park site (2.1.5). Coordinate and liaise with Local Coordinator/planner, Assist development of TOR for consulting companies, oversee Landscape restoration aspects of SLM planning of Upper Cubango site, monitor implementation. LOE 1/month/year for year 2-7 @ $7700/month. Approx 10% of Senior landscape/Restoration specialist time overall. Total estimated cost is $46,200
57	This budget is reserved for Travel includes 32 local person trips over 7 years to prioritize restoration needs in Humabo and Bié, and potential carbon/biodiversity project in Moxico at $2,250/trip (internal flight $500 + 7 days@ 250/day). Travel would potentially include ECO CoP members for Monitoring-Reporting and Verification training. yr1 has 2 trips; yr2,3 &4 have 6 trips; yrs 5,6 &7 have 4 trips. Total estimated cost is $72,000

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58	This budget is reserved for salaries of full time technical & support staff, cost equally split, 16.67% among each Output 2.1.1, 2.1.2, 2.1.3. 2.1.4, 2.1.5 & 2.1.6: i) Local Tech Officer for SE Safeguards, Gender & Monitoring to ensure planning and implementation meet SES policy as assist in community engagement and gender empowerment components. @$2500/month for 7yr ($5,000/year and total of $35,000 over 7 years) Ii)2 Local Field coordinator /planners for Huambo for work in Moco do Moro (2.1.1); Upper Cubango site (2.1.2) and scoping 2.1.6 and in Luena for work in Upper Lungue-Bungo site (2.1.3) & Upper Cuito site (2.1.4) to coordinate and organise RFPs, hiring, and managing contractual services of NGO's or companies to conduct SLM planning and plan implementation; collaborate with oversee the stakeholder engagement, liaise with different groups, provincial govt, municipal authorities, local and village level officials (Soba) to ensure effective engagement. collaborate with Local Tech officer for SE Safeguards, Gender and Monitoring to ensure SES policy fulfilled; collaborate with Local landscape Planner/Restoration Specialist to identify any specific studies that are needed for the SLM Planning; ensure monitoring and follow up are conducted with academic institutions (1.3.2) for 2 local coordinators at @ $2600/month for 7 yrs. ($10,400/year and total of $72,800 over 7 years) iii)2 Drivers for Humabo-Bie & Luena @$1500/month for 7yr ($6000/year and total of $42,000 over 7 years) Total estimated cost is $21400/year and total of 149,800 over 7 years (please see BN 25, 35, 40, 48 & 53)
59	This budget is reserved to hire companies: i) for services of NGO/service company/academic institution to engage in feasibility and Identification of priority restoration and conservation activities in Huambo and Bié. Detailed feasibility assessment for feasibility, including engaging stakeholders (in particular provincial authorities) and assisting in conducting assessment through ground testing and working with local communities. Feasibility assessment will include social and environmental impact studies, social livelihood assessment and plans, ecosystem valuation and cost-benefit assessment; as well as applying other relevant modules of the integrated SLM Planning toolkit; This could include large reforestation areas near Huambo city, improvement of agricultural zones near Lobito corridor, restoration and conservation activities for biodiversity near Mungo. At least 3 forest and landscape restoration feasibility studies conducted Feasibility would be supervised by the Sr. Landscape restoration specialist, and by the local technical officer for gender and safeguards ($300,000 over years 2-5) ii) for NGO/service company/academic institution to assist in conducting Feasibility for 1-2 potential carbon or biodiversity projects and mentoring Carbon CoP. Feasibility would be supervised by the International Carbon Specialist, Sr. Landscape restoration specialist, and by the local technical officer for gender and safeguards; ($100,000 over years 2-4) Total estimated cost is $400,000
60	This budget is reserved for i) capacity building expert (IPSA) and technical delivery of Scoping and Feasibility studies (2.1.6) including specific capacity building for Local Coordinator/Planners - LOE 0.5 month/year yrs1-3 @ $20800/month ($31,200) See BN7,31,37,44,51,55,and 60 ii) International Carbon Specialist to conduct detailed feasibility study for carbon project (likely related to 2.1.3 and 2.1.4) and develop training package for ECO CoP to provide MRV capacity for the future projects. Also, input on Nature (Carbon-Biodiversity) Credit Marked Readiness report (3.1.1.3) LOE 60 days @ $1000/day over years 2-3. ($60,000) Total estimated cost is $91,200
61	This budget is reserved for international travel for Int Carbon or biodiversity credit specialist (2 trips (yrs. 3 and 4) at 12,300/trip) ($3500 international travel, $500 domestic travel, 10 nights Luanda @$380/day and 20 days field @ 200/day (*) Total estimated cost is $24,600
62	This budget is reserved for hiring of Angolan Senior Landscape and Restoration Specialist to assist with identification and development of PES water project. LOE 1/month/year for year 3-5 @ $7700/month. Approx 10% of Senior landscape/Restoration specialist time overall. Total estimated cost is $23,100
63	This budget is reserved for Travel includes 15 local person trips over 3 years to identify a PES water project in the Kwanza basin Bié at $2,250/trip (internal flight $500 + 7 days@ 250/day) Total estimated cost is $33,750
64	This budget is reserved to hire companies: i) for services of NGO/service company/academic institution to engage in PSE feasibility; and Identification of priority restoration and conservation activities in Huambo and Bié. Detailed feasibility assessment for PSE in the Kwanza River basin, including engaging stakeholders (including hydropower PRODEL, and basin communities in the upper catchment), both upstream and downstream beneficiaries, through applying a PSE approach. Feasibility assessment will include basin modelling, benefit sharing assessment, social and environmental impact studies, social livelihood assessment and plans, ecosystem valuation and cost-benefit assessment; as well as applying other relevant modules of the integrated SLM Planning toolkit; ($260,000 over years 2&3) Total estimated cost is $260,000
65	This budget is reserved for: ii) International PES specialist to conduct detailed feasibility study for PSE in the Kwanza basin, including assisting and advising basin modelling, benefit sharing assessment, developing training/information package for Water Funds - working with NGO to help conduct analysis and ecosystem analysis and cost benefit assessment. LOE 7 months @ $14000/month over years 3-5. ($98,000) Total estimated cost is $98,000
66	This budget is reserved for international travel for Int Water PES specialist (2 trips (yrs. 4 and 5) at 12,300/trip) ($3500 international travel, $5100 domestic travel, 10 nights Luanda @$380/day and 20 days field @ 200/day (*) Total estimated cost is $49,200

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67	This budget is reserved for: i) National Senior Landscape and Restoration specialist to assist with assessing impact investment tagging for ECP projects and input in the "De-risking Investment in Nature Report"; and preparation and delivery of national workshop on impact tagging for Carbon & Biodiversity Credit projects (associated with project scoping in 2.1.6). LOE 1 month @7,500/month in year 2. LOE $7,500. ii) National legal Advisor to develop a White Paper brief on legal assessment and needs for consideration in de-risking investment, such as process and procedures for registering a green bond, Special Purpose Vehicle, or other de-risking activities in the "De-risking Investment" report; to develop a white paper for review governance and benefit sharing proposals - and participate in workshop of "de-risking investment" (Activity 3.2.2.4). 4 months @10,000/month over years 1-3. LOE 1 month in year 1, 2 months yr 2; 1 month yr 3 @1000/month=$40,000. Total estimated cost is $47,500
68	This budget is hosting a national workshop on "derisking investments" in year 2. And follow up workshops in years 3 to focus on building on recommendations for large scale financial investments. To be organised by National Senior Sustainable Finance Specialist Total estimated cost is $50,000
69	This budget is reserved for: i) International Financial Mechanisms Consultant. To review different mechanisms and options to reduce the risk for investing in Angola for nature (either bonds, Carbon & Biodiversity Credit projects, or trust funds, amongst others). Involves and assessment of UN SDG, Climate Bond Initiative and IFC's biodiversity taxonomy, amongst others. Assess and outline Impact investment criteria, certification and governance standards. Also Angola's NDC commitments under UNFCCC, UNCCD, UNCBD. And (2)- Review of TNC's Angola CTF, recommendation made to join or design separate entity for Restoration and Conservation activities 4 organise and participate in SVP study tour (4.1.1.2) in year 2- Develop background document and participate in national workshop to review Large scale Sustainable Finance Mechanisms (yr4) Goal to position projects for impact investment, blended finance, and also to align with multilateral agencies and banks, international efforts to support increased investments into biodiversity, climate finance and sustainability, including regenerative agriculture. Hold workshop on "impact criteria for credit project" workshop, to include appropriate ministries, CoP leaders and other appropriate stakeholders. and LOE - 2.5m Yr1, 2m Yr2, 0.5m Yr3 & 0.5 Yr 4@ $20,000/month ($110,000); Travel for International Financial Mechanisms Consultant is covered under 3.2.1: Total estimated cost is $110,000
70	This budget is reserved for: i) National Legal Expert to review legislative needs, including cash flow procedures, help prepare Carbon & Biodiversity Credit Market Readiness roadmap; develop a review paper on benefits sharing for carbon and biodiversity credit projects. Participate in National Workshop on Natural Credit (Carbon-Biodiversity) Readiness. Develop recommendations. Participate in Study Tour (Activity 4.1.1.2) LOE 10 months over years 1-4 @10,000/month. Total $100,000 Total estimated cost is $100,000
71	This budget is reserved for: i) National workshop to present and discuss the finalised readiness roadmap for Carbon & Biodiversity Credit Market (in later part of year 4, to follow from National workshop on Financial Mechanisms (activity 3.2.2.4), covers travel and accommodation for international persons needed. Total estimated cost is $50,000
72	This budget is reserved for: i)) International Financial Mechanisms Consultant to i) co-develop and draft a roadmap with recommendations to achieve carbon readiness in collaboration with UNDP HICI. Outreach and engagement with organisations and ministries; companies; etc. Supervise the role and work of the National Sustainable Finance Specialist. Prioritize increasing transparency of costs, pricing, and aim for equitable distribution of profits amongst stakeholders. Connect into capacity development at EcoCOP for carbon credit MRV and cashflow safeguards 3.1.1 to review legislative needs to prepare for Carbon and Biodiversity Readiness, develop roadmap for Carbon & Biodiversity Credit readiness. 2) conduct assessment of current carbon credit project development, pricing conventions and payout for communities. Develop overview of Biodiversity Credit projects. Understand why distortion happens. Propose safeguard structures and transparent governance for carbon project, process and solutions to ensure equitable distribution, transparent costs and pricing. Participate in National Workshop on Carbon & Biodiversity Credit Readiness. Develop recommendations. Participate in Study Tour. LOE 12 months over years 1-4 (4m/y) @20,000/month. Total $240,000 ii) International Financial Safeguards specialist to conduct a preliminary financial SESA for Carbon & Biodiversity Credit projects, as well as participate in "de-risking investment report" (3.2.1); participate in developing recommendations for Roadmap. LOE 3 months over year 2 @14,000/month. Total $42,000 Total estimated cost is $282,000
73	This budget is reserved to hire Senior Finance Specialist, IUNV, to coordinated policy development of financial mechanisms, oversight of Legal Advisory expert on white paper and financial mechanism "readiness" review; primary liaison with MINFIN and Donors associated with Financial Mechanism from years 1-4. The Senior Finance Specialist will spend 3 months/year coordinating financial elements associated with component 1 (Under output 1.1.1) and 9 months coordinating and managing the financial instruments under Component 3 (placed under output 3.1.2 but for all of component 3). @ $7500/ month, 25% of the cost will be covered by Component 1 and the remaining 75% will be covered by Component 3. (see BN 8) Total estimated cost is $270,000
74	This budget is reserved for travel for: i) Int Financial Mechanisms Consultant; ($3500/trip plus 21 days accommodation at $380/day in Luanda) total/trip is $11480. 7 trips in years 1-yr1; 2-yr 2, 2- yr3; 1 yr 4. ii) Travel for International Financial Safeguard Specialist in years 2 trips /year in year 2 (one is to participate in "de-risking workshop") First trip $3500/trip plus 21 days accommodation at $380/day in Luanda) - $11480; Second trip $3500 airfare, 7 days

New BN #	Description
	accommodation at $380/day in Luanda) - $ 6160 Total estimated cost is $86,520
75	This budget is reserved for: i) Local Consultant: One Program manager to run the **Communities of Practice for Farming** (FCoP) (i) for Small and ii) for Medium sized farming) – Engage with FGC , FAO/ Dept of Agriculture, and NGOs to create a needs assessment and oversee the development of financial literacy to be delivered at farm schools amongst others (under 4.1.1). Finalize locations within the ECP, prepare CoP workspace. Offer solutions to childcare, meal and logistical issues, which may be a barrier to attendance; Create CoP business plan and budget for training to be delivered under 4.1.1; Scope key regenerative agriculture and financial knowledge gaps with small farmers, medium farmers local NGOs and what is required by GEF8; Create knowledge tools and design community, networking activities; Market and communication of CoP. Register memberships, community activity and course participants; Set up CoP to be knowledge centres, maintaining a library of policy, technical, educational documents including financial toolkits, business plans and government policies. Develop curriculum for FCoP for financial literacy and deliver in conjunction with 4.1.1. Identify areas in common with other CoP. Share resources including trainers (4.1.1). Program Manager for 10 months a year from years 2-7 @ 2800/month. Total $168,000 ii)– One Program manager to run the **Communities of Practice for Logistics** (LCoP) ((i) for Small and ii) for Medium sized logistics companies) – Engage with LAR, FGC amongst others to identify financial training needs to be delivered under 4.1.1. Finalize LCoP locations in common with FGC, FACRA and/or the Lobito Atlantic Railway (LAR), prepare CoP workspace. Offer solutions to childcare, meal and logistical issues, which may be a barrier to attendance. Create LCoP business plans and budget in conjunction with FGC, FACRA, LAR. and budget. Review and update annually; Scope key agriculture logistics related and financial knowledge gaps with LCoP and LAR. Identify local colleges and develop courses created for small and medium logistics companies in collaboration with FGC, FACRA and LAR. Deliver courses under 4.1.1 Program Manager for 10 months a year from years 2-7 @ 2800/month. Total $168,000 iii) One Program manager to run the **Communities of Practice for Restoration/Conservation** (ECO CoP) for enhancing technical skills for landscape restoration and conservation within Angola. The program manager will engage with Sr. National Landscape Restoration specialist and identify other institutions and organisations to determine needs within the ECP area. Develop or identify external training courses to be conducted to create a cohort of people to Excel at SLM planning and landscape monitoring, to assess the progress of the ECP projects, amongst others. The specific training will be conducted under 4.1.1 Program Manager for 10 months a year from years 2-7 @ 2800/month. Total $168,000 iv)– One Program manager to run the **Communities of Practice for Carbon & Biodiversity Credit** CoP for potential Credit projects – Engage with Int. Financial Mechanisms Consultant, international carbon specialists, academic institutions, and project developers and others to help identify needs for developing practical skills for Monitoring Verification and Reporting, project feasibility studies, skills for nature valuation, develop data points for project managers, amongst others. The Program manager for Carbon-Biodiversity CoP will oversee the training undertaken in 4.1.1 and the feasibility of potential projects under 3.3. Program Manager for 10 months a year from years 2-7 @ 2800/month. Total $168,000 Total estimated cost is $672,000
76	This budget is reserved for Travel associated with training and capacity building under Component 2 and 3.1.1. Assumes a maximum of 68 person trips over 7 years internal trips/year at $3000/trip- Total estimated cost is $204,000
77	This budget is reserved for hiring: i) CoP Coordinator and Knowledge Management specialist to oversee and coordinate the CoP theme managers (under Component 3) and coordinate training under Component 4 to build web-site knowledge platform in collaboration with Conservation International Global Coord Project, including hiring a local web-site developer to create knowledge platform and provide training (act 4.2.1.1); Integrate data and results of project on to knowledge platform (act 4.2.1.2) ; Link the knowledge platform and SLM Planning with Restoration/conservation Community of Practice; build capacity and use of knowledge platform. Expand use to provincial level and municipal level (act 4.2.1.3) Interface with Conservation International to develop a Knowledge Platform for Angola and link with the Global Coordination Project information exchange platform. Help develop SLM data base open access sharing in terms of coordination with special knowledge holders (CoP manager; Sr Sustainable Finance Specialist; Sr landscape Planner/Restoration specialist; amongst others) to ensure development and delivery of knowledge tools. Primary communications and awareness building for project. @ $2800/month for the entire project period. ; ($235,200 - out of this, 75% of the salary which is $176,400 will be covered under output 4.1.1 and the remaining 25% will be covered under output 4.2.1. (See with BN 86) Total estimated cost is $176,400
78	This budget is reserved for Contractual services for training: A) Conducting needs assessment for financial and technical training for SLM and CoP needs ($40,000/ yrs. 1-2); B) Build knowledge tools in collaboration with stakeholder and colleges of higher education, to fill gaps identified in A this includes: i) large scale financial mechanisms (bonds, and nature Credits, conservation trust including in comp 3; ii) PES and alternative financing tools under component 2.1.7; iii) building financial capacity and literacy among the CoPs focusing on farm CoP and Logistic CoP. (contract services of academia, NGO, company etc); Build knowledge tools for capacity building of Landscape planning and assessment under ECO CoP; build capacity for Monitoring Verification and Reporting, project tagging etc under Carbon Cop. Years 2-3-4($80,000); C) Conduct training workshops for knowledge tools in conjunction with SLM Planning training 3 workshops /year in years 2 and 3 for ECO CoP); in Component 2 (workshops for training project implementation groups, NGOs, etc in conservation agriculture, including academic institutions) , and 3 (workshops for govt and private sector for finance tools; workshops for financial literacy and capacity building of Farm and Logistics CoPs). Delivery of capacity building for Carbon-Biodiversity CoP (Multiple Contractual service needed) ($225,000 over 3-7 years) r:

New BN #	Description
	D) Training and capacity building from Climate Bond Initiative - becoming a member and receiving training, (yrs 2-3) (total $50,000) Total estimated cost is $395,000
79	This budget is reserved for costs related to production of training materials. Ave $10,000/yr. Total estimated cost is $70,000
80	This budget is reserved of training and workshops related to: i) SLM Planning (comp 1); ii) Community of Practice and financial knowledge tools (Comp 3); iii) Conservation agriculture and value-added techniques (Comp 2). Est 43 workshop training events @ $10800/event for 7 years (total $464,400) iv) translator's cost $55,661 (approx. $9000/yr to cover all project translation expenses in yrs 1-6, $1641 in yr7) Total estimated cost is $520,041
81	This budget is reserved for travel for Peer to Peer learning for Carbon projects and International Financial Mechanisms under component 3.: i) 4 people to attend a UNFCCC COP in year 2 (2 senior govt officials (National Carbon Advisor and Dept Climate Change (MINAMB)), National Sustainable Finance Specialist, Int Financial Mechanisms Consultant) 4 international travel @ $4500/trip plus 7 days accommodation at $300/day Total $26,400 ii) 7 govt people to conduct regional study tours of possibly Mozambique, Nigeria, Brazil, DRC to examine technical approaches to carbon & biodiversity credit markets in year 3. (7 senior govt officials (ministries to be determined); National Sustainable Finance Specialist, National Legal Expert, Int Financial Mechanisms Consultant) regional travel at $5500, 10 days accommodation @ 300/day. Total $59,000 iii) Participation in Green Climate Bond Initiative annual conference (or equivalent), also meet with investment banks, rating agencies, and Green Stock Exchange to discuss Green Bond issuance and Special Purpose Vehicle structures (London UK) in year 3. (2 senior govt officials from MINFIN; plus, National Sustainable Finance Specialist, Int Financial Mechanisms Consultant) 4 person trips: international travel @ $3500/trip plus 7 days accommodation at $380/day Total $24,640 Total estimated cost is $110,040
82	This budget is reserved for trainings: i) Participation in Conservation International Global Coordination Project training and knowledge exchange of 2 international GCP conferences yr 2&4 for 2-3 people 5 days ($30,000); ii) 2-3 Africa Regional & international meetings/ conferences for 2 people, for 5 days ($25,000) yrs 1-4; iii) 2 Regional trainings for GIS spatial analysis, and sr Landscape specialist; Regional conference yrs 1&2; 5-7 days ($25,000); iv) National coordinator and Director of INBC to participate in COPs rio convention (climate change 2025, and 1 other major CoP TBD) ($24,640); v) Additional CI - UNDP training under GCP- incudes Twinning and partner learning for key staff - mentorship yrs 3-4; - 2 trips 4 person total ($24,640) Total estimated cost is $129,280
83	This budget is reserved for Senior Gender Specialist to update Gender strategy and build capacity with PMU and technical staff. LOE 14 months over yrs. 1-4 $6500/month Total estimated cost is $91,000
84	This budget is reserved for Travel associated with Senior Gender Specialist - 2 trips/year (years 1-4) at $3000/trip (internal flight $500 and 10 days at $250/day) Total estimated cost is $24,000
85	This budget is reserved for Local technical officer on SE Safeguards (monitoring) and Gender to ensure to monitor and report on Gender and Stakeholder Action Plan implementation (including update to plans and reporting to Steering Committee) throughout project 1month/year @$2500/month Total estimated cost is $17,500
86	This budget is reserved for hiring CoP Coordinator and Knowledge Management specialist to oversee and coordinate the CoP theme managers (under Component 3) and coordinate training under Component 4 to build web-site knowledge platform in collaboration with Conservation International Global Coord Project, including hiring a local web-site developer to create knowledge platform and provide training (act 4.2.1.1); Integrate data and results of project on to knowledge platform (act 4.2.1.2) ; Link the knowledge platform and SLM Planning with Restoration/conservation Community of Practice; build capacity and use of knowledge platform. Expand use to provincial level and municipal level (act 4.2.1.3) Interface with Conservation International to develop a Knowledge Platform for Angola and link with the Global Coordination Project information exchange platform. Help develop SLM data base open access sharing in terms of coordination with special knowledge holders (CoP manager; Sr Sustainable Finance Specialist; Sr landscape Planner/Restoration specialist; amongst others) to ensure development and delivery of knowledge tools. Primary communications and awareness building for project. @ $2800/month for the entire project period.; ($235,200 - out of this, 25% of the salary which is $58,800 will be covered under output 4.2.1 and the remaining 75% will be covered under output 4.1.1. (See with BN 77) Total estimated cost is $58,800
87	This budget is reserved for the software development of the web-based Knowledge Platform, including the GIS database integration. And integration with the Global Coordination Project website. Developed through local web-software designer. And maintained and upgraded for years 1-5 Total estimated cost is $115,000
88	This budget is reserved for the purchase of Desktop system and other hardware, software, internet. Portable projector. This desktop and software will be assigned to the Knowledge Management specialist who will oversee development and maintenance of

New BN #	Description
	the knowledge platform. Total estimated cost is $7,981
89	This budget is reserved for local consultants for Monitoring and indicator tracking; results framework tracking ($12,000/yr.); Total estimated cost is $84,000
90	This budget is reserved for Travel - supervision/annual field visits for Monitoring PMU Internal travel for oversight Luanda - Huambo (quarterly) 1 person 4 days ($2020/trip)- 2 times per year Total estimated cost is $28,280
91	This budget is reserved for Workshop related to: i) inception workshop @$9,998 ii) annual "in-person" Steering committee meeting; and translation @ $3,550/yr. from 2-7yrs (total $21,300) Total estimated cost is $31,298
92	This budget is reserved for international consultants for Mid-term review ($45,000) and Terminal Evaluation ($45,000) Total estimated cost is $90,000
93	This budget is reserved for Local consultants for Mid-Term Review ($20,000) and Terminal Evaluation ($20,000) Total estimated cost is $40,000
94	This budget is reserved for travel (international related to Mid-Term Review and Terminal Evaluation) ($7,000 each) Total estimated cost is $14,000
95	This budget is reserved for salaries of PMU staff: i) Project Coordinator $3300/month for 7 yrs. -$277,000 ii) Admin and Assistant (communications) $1675/month for 7 yrs. - $140,700; iii) Sr Financial Officer $2250/month for 7 yrs. -$189,000 Total estimated cost is $606,900
96	This budget is reserved for the purchase of 3 Laptop computers for PMU staff Total estimated cost is $6,800
97	This budget is reserved for a connectivity fee @$2000/yr for project staff for the seven years of project implementation. Total estimated cost is $14,0000
98	This budget is reserved for office supplies and printing media or electronic media subscription @ between $3,000-$3119/yr depending on the year Total estimated cost is $21,519
99	This budget is reserved for Miscellaneous expenses under PMU Total estimated cost is $7,490
100	This budget is reserved for annual audit NIM audit as per UNDP policies @$4000/yr Total estimated cost is $28,000
101	This budget is reserved for the Direct Project support (DPC) - Implementation Support Services to be provided through UNDP Angola country office at the request of the IP in the Service Areas of Finance, HR, Travel etc, as itemized in the Letter of Agreement between the Implementing Partner and UNDP Angola. See Annex Q (CEO Endorsement) Annex 13 (UNDP ProDoc) OPF's support letter Total estimated cost is $28,000 over 7 yrs. Avg $4000/yr (to be covered by UNDP-Co-financing amount)

X. LEGAL CONTEXT

Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Angola and UNDP, signed on March 4th, 1977. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by Ministry of Environment MINAMB ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

XI. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
   a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
   b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via https://www.un.org/securitycouncil/content/un-sc-consolidated-list.

4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

   (a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

   (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a

single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

    i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;

    ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;

    iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;

    iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

    v. Promptly and confidentially, record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

    b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

6. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

7. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

8. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds.

10. In the implementation of the activities under this Project Document, UNDP places reasonable reliance upon the Implementing Partner for it to apply its laws, regulations and processes, and applicable international laws regarding anti money laundering and countering the financing of terrorism, to ensure consistency with the principles of then in force the UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy.

11. The Implementing Partner will ensure that its financial management, anti-corruption, anti-fraud and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

12. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

13. In the event, that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

14. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

    Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

15. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud, corruption or other financial irregularity, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

    Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularity, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

    Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

16. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

17. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

18. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled “Risk Management Standard Clauses” are included, mutatis mutandis, in all sub-contracts or sub-agreements entered into further to this Project Document.

Annex 1: GEF Budget Template

(Attached separately)

Annex 2: GEF execution support letter

Annex 2: GEF execution support letter

19. June 19, 2024

REPÚBLICA DE ANGOLA
MINISTÉRIO DO AMBIENTE
GABINETE DE ESTUDOS PLANEAMENTO E ESTATÍSTICAS

To: **Nancy Bennet**
Executive Coordinator, A.I.
United Nations Development Programme
New York, USA

Subject: Letter of Support to request GEF Agency Execution for [Ecosystem Restoration in Angola's Extended Central Plateau] [GEF: 11123]

1. In my capacity as GEF Operational Focal Point for [Angola], I hereby request UNDP, the GEF implementing agency for the aforementioned project, to also carry out the following execution services for the above project/program, on an exceptional basis.

2. I understand measures have been put in place by UNDP to ensure quality and timely implementation of this project in line with GEF Guidelines and UNDP's Programme and Operations Policies and Procedures. As such, the decision to request UNDP's assistance is made in view of the following considerations:
   - Considering UNDP's technical and project execution capacity, the Ministry of Environment believes that UNDP is well positioned to provide this required execution support to the project.
   - UNDP's cost of execution support services is comparable, if not more cost effective given the implementation arrangement to other similar agencies currently operating in Angola.

3. Hereby, this letter requests that UNDP provide the following execution services for the project:

The execution services provided by UNDP are based on cost-efficiency and are expected to include all payments that are required to be disbursed in US Dollars currency.[1]

- [Services related to procurement:
  - Procurement of goods and equipment
  - Travel and payments processing and disbursement for international consultants].

[1] Include a brief summary of the execution services to be provided by the GEF Agency. Please refer to GEF Project and Program Cycle Guidelines Annex 8 (Table B) for eligible execution functions.

4. Execution activities, including those provided by UNDP will be described in detail in the GEF CEO Endorsement/Approval request and accompanying project/program documents, including the project/program budget.

5. For management coordination, all request for payments will be initially approved and submitted to UNDP by the Ministry of Environment/National Institute for Biodiversity and Conservation.

6. In this regard, the Ministry of Environment (MINAMB) / National Institute for Biodiversity and Conservation (INBC) and GEF OFP, hereby, request the approval of these execution support services by UNDP and the use of a portion of the project budget to cover the costs of those services.

Sincerely

João Nelson Catinda
Operational Focal Point

Director of Studies, Planning and Statistics Cabinet

Annex 2.1: Support to NIM Justification

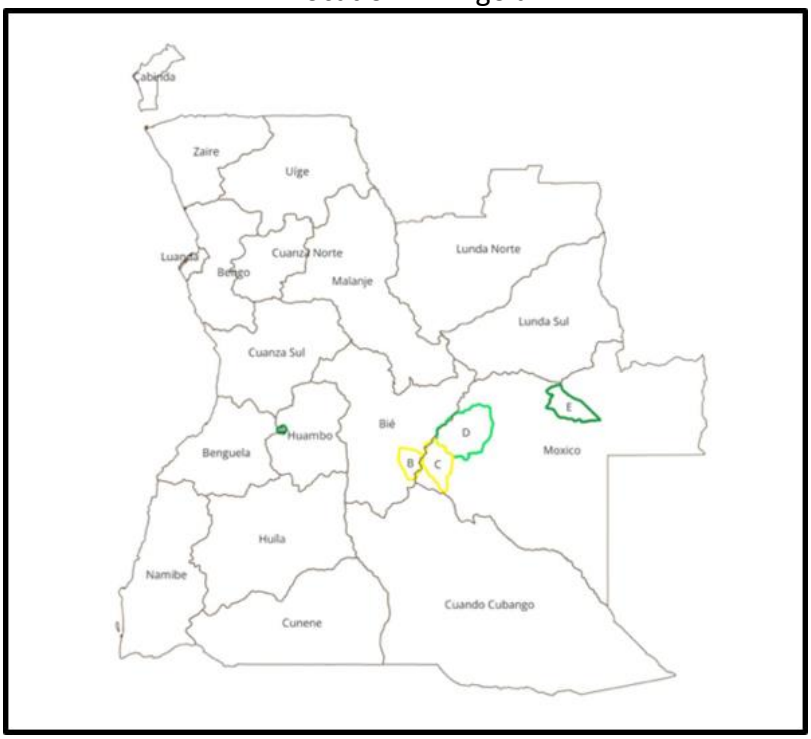
(Attached separately)

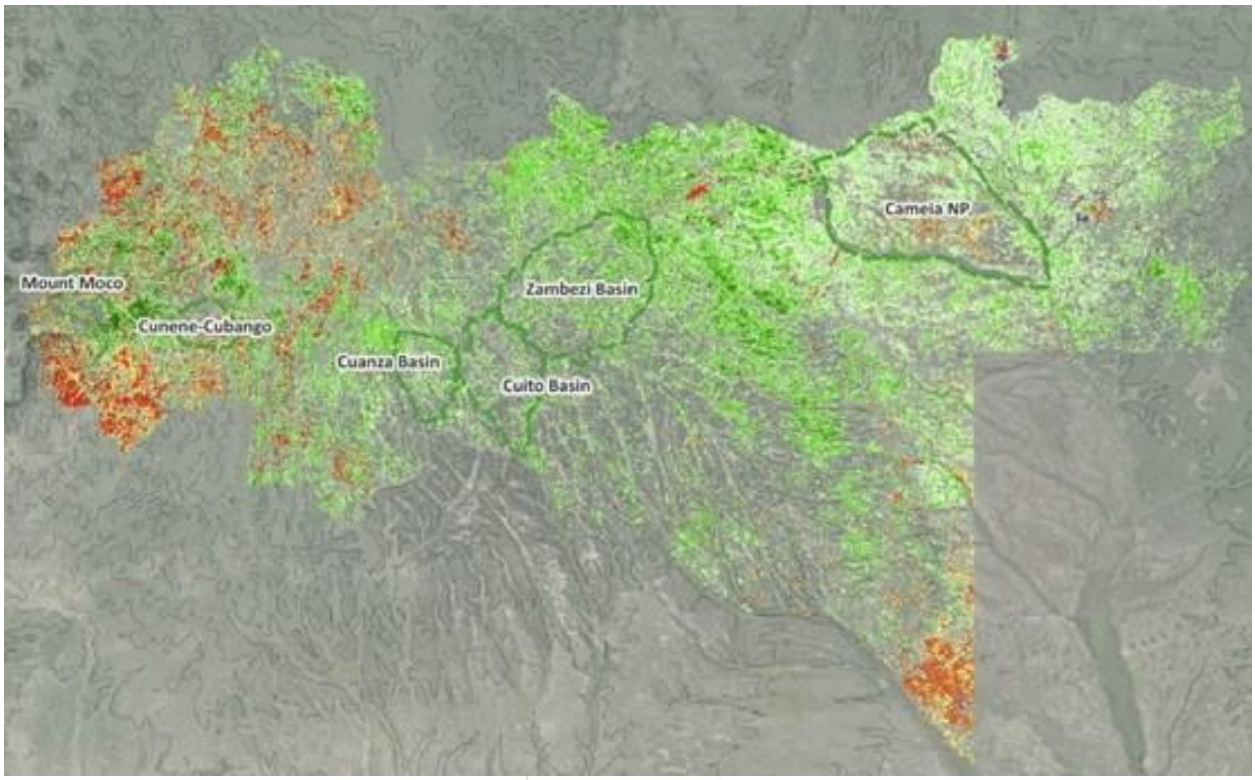
Annex 3: Project map and Geospatial Coordinates of project sites

Geo-referenced information and map where the project interventions will take place.

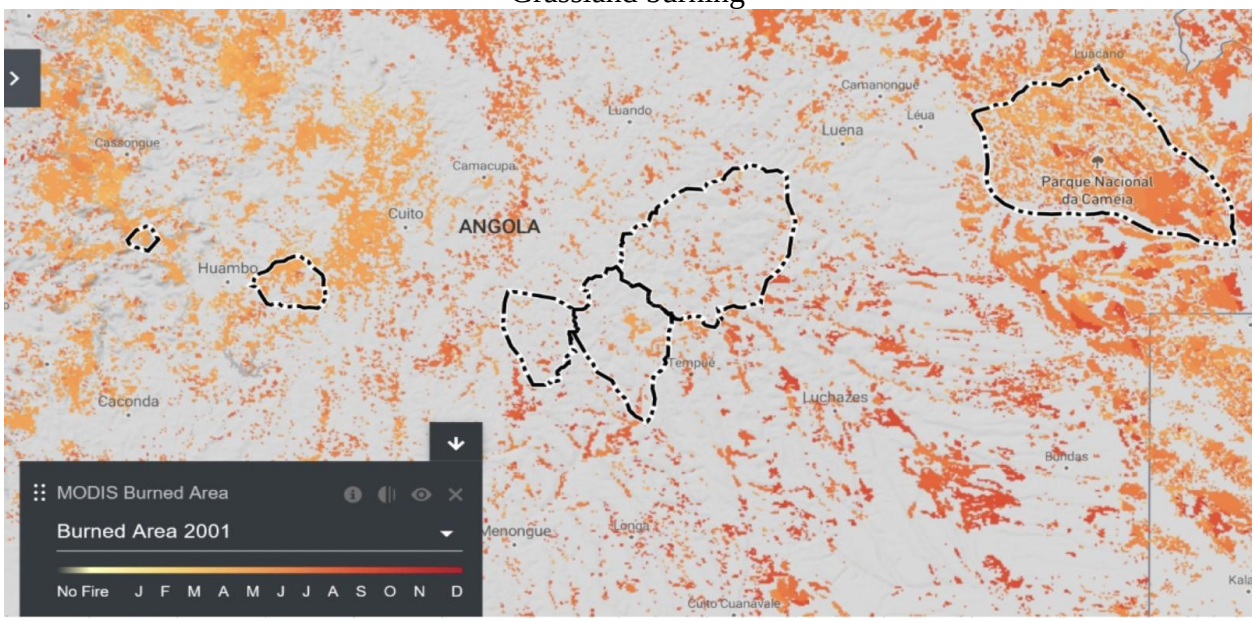
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Morro do Moco	12°27'45"S	15°08"56"E	Western Huambo Province
Cubango River	12°46'15"S	15°10"57"E	Eastern Huambo Province
Luenge-Bongo River (Zambezi basin)	12°26'39"S	19°02'07"E	Northern Moxico
Cuito River	13°15'20"S	18°38'50"E	Western Northern Moxico
Cameia National Park	11°46'08"S	21°26'46"E	Eastern Northern Moxico

Location in Angola



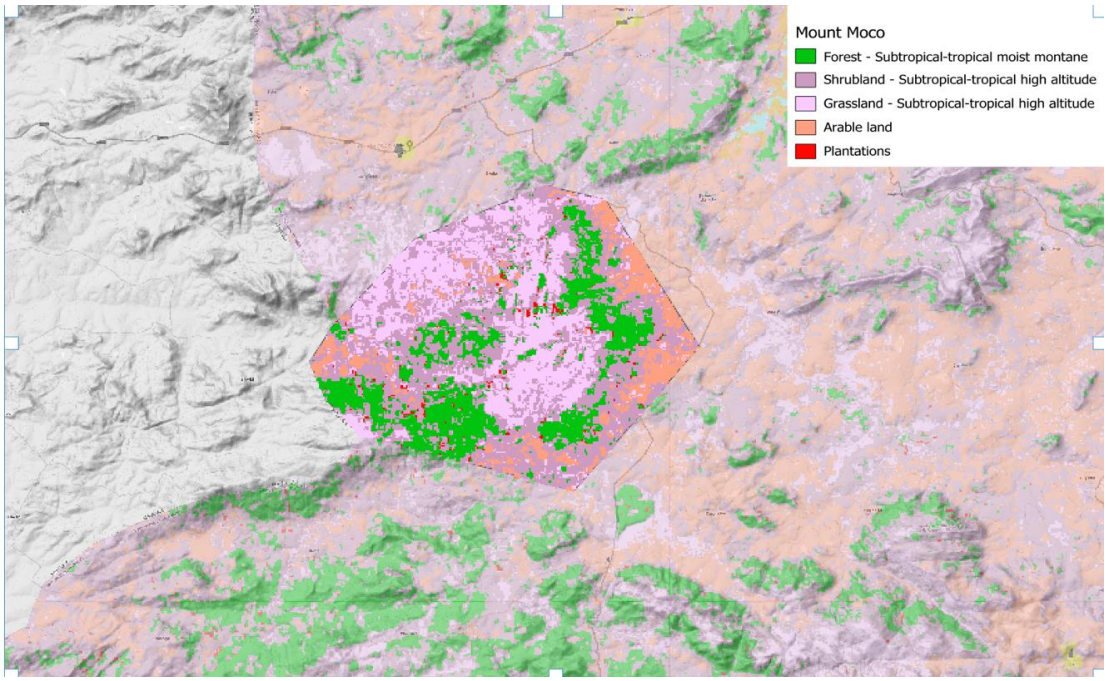

Mount Moco
Cunene-Cubango
Cuanza Basin
Zambezi Basin
Cuito Basin
Cameia NP
ECP sites
Global Land Productivity
Stable
Degradation LC
Degradation HC
Improvement LC
Improvement MC
Improvement HC

Grassland burning

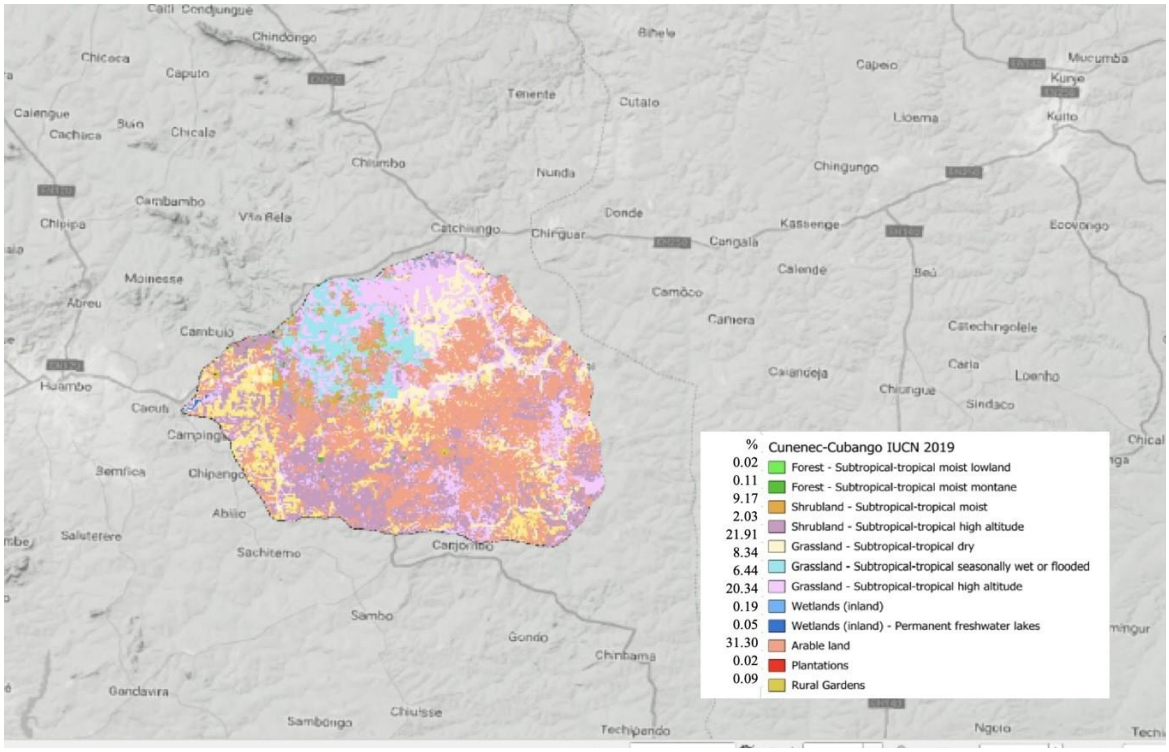


https://www.globalforestwatch.org/blog/category-and-topics/?category=data

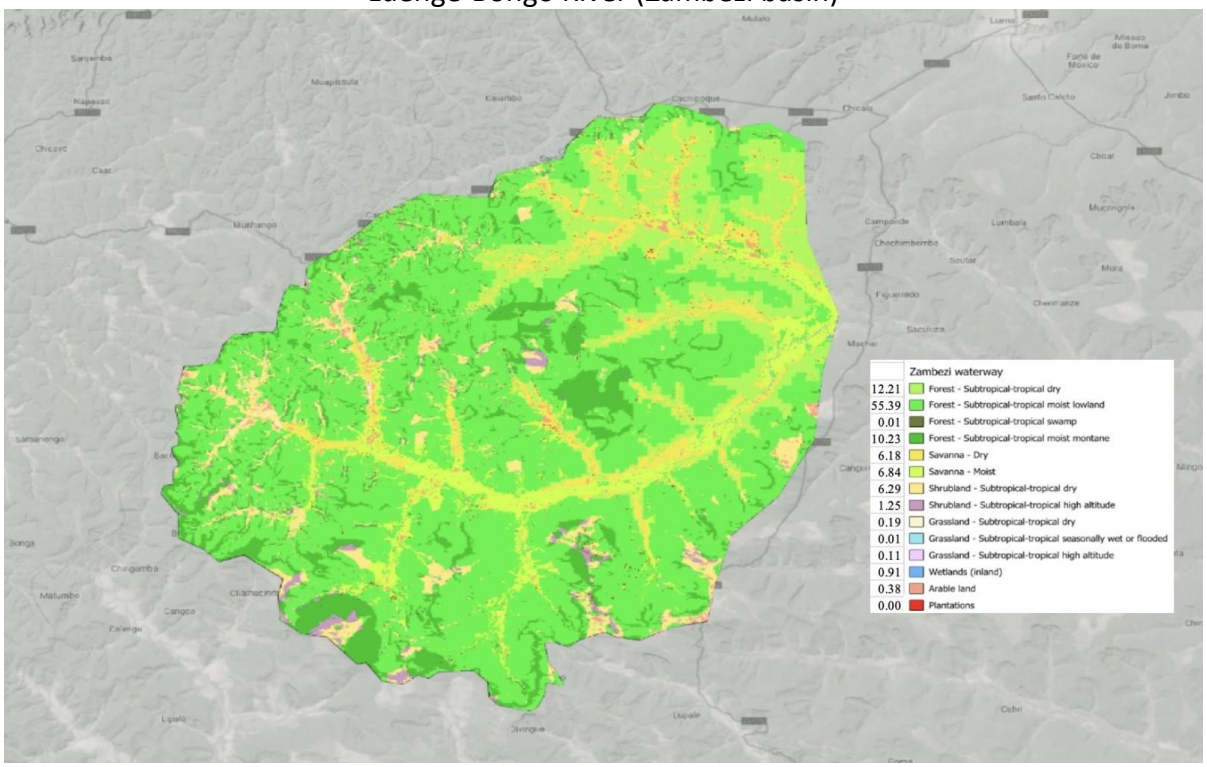
Mount Moco



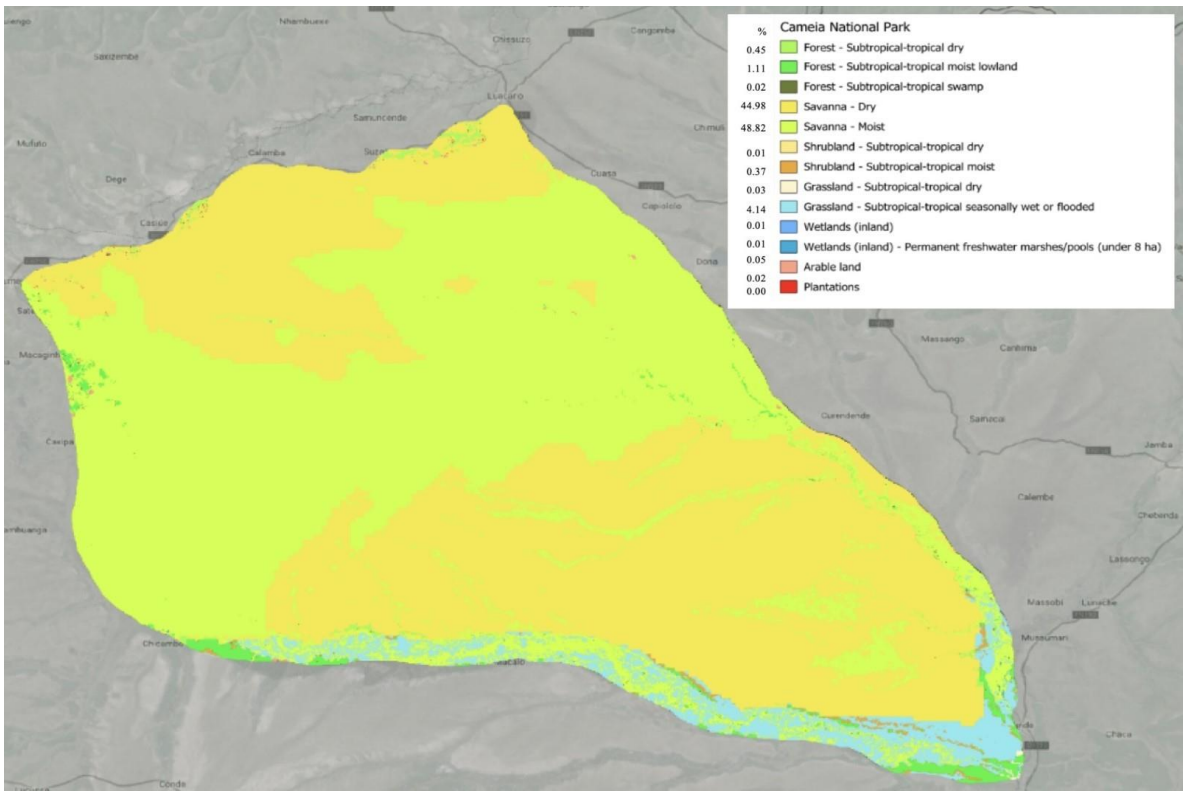
Upper Cubango Basin



Luenge-Bongo River (Zambezi basin)



Cameia National Park


%
Cameia National Park
0.45 Forest - Subtropical-tropical dry
1.11 Forest - Subtropical-tropical moist lowland
0.02 Forest - Subtropical-tropical swamp
44.98 Savanna - Dry
48.82 Savanna - Moist
0.01 Shrubland - Subtropical-tropical dry
0.37 Shrubland - Subtropical-tropical moist
0.03 Grassland - Subtropical-tropical dry
4.14 Grassland - Subtropical-tropical seasonally wet or flooded
0.01 Wetlands (inland)
0.01 Wetlands (inland) - Permanent freshwater marshes/pools (under 8 ha)
0.05 Arable land
0.02 Plantations
0.00
Nhambuese
Chiesuzo
Dongoreba
Saiuzembe
Lusuuro
Samuncende
Chimuli
Mufuto
Calemba
Sute
Dege
Cuasa
Capololo
Cassue
Dona
Macagindo
Messango
Canhima
Curendende
Sanuoca
Jamba
Calembe
Chebenda
Lassongo
Massobi
Lunuche
Musuuman
Chiembo
Chaca
Conde

Annex 4: Multi Year Work Plan

GEF Output/ Activity	Activity	Description	Year 1 (1-6 m)	Year 1 (7-12 m)	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Component 1: Enabling conditions created for scaling ecosystem restoration through informed, inclusive and coherent policy, planning instruments, incentives and multi-stakeholder structures										
Outcome 1.1 National and sub-national policies and regulatory frameworks are harmonized and advanced for improved policy coherence and enhanced implementation enabling SLM										
Output 1.1.1 Improved policy coherence for restoration and improved sustainable land management (SLM)	Activity 1.1.1.1	Review and assess national law on cooperatives and associations in relation to gaining community tenure and greater governance of lands and forests and the possibility of developing Provincial level approval for creating cooperatives. Assess the process of developing community land conservancies. Develop White Paper policy recommendations. Promote and communicate findings, test in Component 2.		X	X	X				
	Activity 1.1.1.2	Assess and test new mechanisms for burning range and grasslands (particularly link with component 2 - 2.11; 2.1.3; 2.1.4, 2.1.5); develop guidance document for rangeland burning. Translate into local language and promote at community level.			X	X	X	X		
	Activity 1.1.1.3	Assess and test new mechanisms of management for Peatlands in ECP (particularly link with outputs 2.1.3; 2.1.4); Develop white paper brief and guidelines; and community level pamphlet in local languages (distribute and disseminate).			X	X	X	X		
	Activity 1.1.1.4	Promote guidelines for Grassland burning guidelines and Peatland Management in Angola ECP at Provincial level (with goal of adoption)						X	X	X
Output 1.1.2 Implementation and monitoring of MEAs	Activity 1.1.3.1	Set up reporting protocol with relevant government agencies; conduct annual reporting for MEA indicators; along with GEF Core indicators; and regional mechanisms such as OKACOM and ZAMCOM		X	X	X	X	X	X	X
Outcome 1.2. Ecosystem governance is improved through multi-stakeholder (Local Communities, private sector, academia, public sector) dialogue and support structures for policies that enable scaling of resources for effective ecosystem restoration										
Output 1.2.1 Integrated SLM and restoration plans developed with multi-stakeholder input	Activity 1.2.1.1	Develop training elements and modules focussed on multi-stakeholder processes for integration into SLM Planning Toolkit 1.3.3. (local consultant); include relevant modules on gender empowerment; UNDP Social and Environmental Safeguards; include module for UNDP ESFM. Done in consultation with GCP; Int Safeguard Specialist; Gender Expert.		X	X	X	X	X	X	X
	Activity 1.2.1.2	Integrate multi-stakeholder engagement modules into the SLM Planning toolkit (output 1.3.3)								

GEF Output/ Activity	Activity	Description	Year 1 (1-6 m)	Year 1 (7-12 m)	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Outcome 1.3 Analytical capabilities improved to enable assessment, planning, prioritization and M&E of status, vulnerabilities, impacts and benefits of ecosystems and restoration actions (including capacity for data collection, valuation for ecosystem services, amongst others).										
Output 1.3.1 Analysis of Enabling Conditions in Angola conducted using CI-WRI Diagnostic Tool.	Activity 1.3.1.1	Conduct an upstream institutional assessment for conducting ecosystem restoration in Angola. Apply CI-WRI Diagnostic Tool in collaboration with the GCU/GCP. The tool will be run primarily by a senior Landscape Planning and Restoration Specialist (local) with input from an International SES expert and with input and guidance from the GCP. The Local tech officer on Gender and Safeguards (monitoring) will support the analysis.	**X**	**X**						
	Activity 1.3.1.2	National level Workshop to present findings of analysis will be conducted with relevant agencies to review the findings of the enabling conditions. This will constitute the basis for the creation of a Community of Practice for restoration (ECO CoP under 3.3) that will receive training and have opportunities for input into SLM Planning tool kit (1.3.3.1)		**X**						
	Activity 1.3.1.3	Assessment Brief on implications and findings of Enabling Conditions Diagnostic (1-month technical staff) which will help inform both the development of the White Paper policy document (1.1.1.1) and the SLM Planning Toolkit (1.3.3.1)			**X**					
Output 1.3.2 Spatial Analysis tools for forestry and Land use mapping at the national level for use in SLM Planning and monitoring	Activity 1.3.2.1	Develop GIS platform and land use-forestry/ecosystem services/ecosystem degradation layers that can incorporate national and local level georeferenced information. This should also include drivers of ecosystem degradation, and ecosystem services maps. Initially for the ECP region and later extend to other areas.		**X**	**X**					
	Task	Assess level of forestry and land use maps available at the national level and identify strategy to fill gaps and provide updates. Identify stakeholders and assess current capacity to understand what types of GIS data available and which ones are needed. Develop land use/cover maps over a time series (e.g. 2015-2022)								
	Task	Conduct inventory of available forest and land use maps and GIS information across various administrative bodies, including those held by FAO, Ministry of Transport, the oil and gas sector, amongst others. Develop data sharing protocols and set up procedures for how data is collected, updated and shared between different levels.								
	Task	ID coverage and gaps for ECP project areas in Huambo, Bié and Moxico								
	Task	Assess needs to extend the forest and land use maps for all of Angola.								
	Task	Outreach to Ministry of Telecommunication for GGPEN, satellite image technology to understand their process for engagement and associated costs.								

GEF Output/ Activity	Activity	Description	Year 1 (1-6 m)	Year 1 (7-12 m)	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
		Calculate costs for GEF8 maps, separate from cost for maps to cover whole of Angola. Decided on extended Map scope beyond GEF8 requirements								
	Task	Create detailed specification of image needs and GIS layering required. Engage with GGPEN to develop the layers. Cost associated for developing map layering.								
	Activity 1.3.2.2	Develop open data GIS platform and spatial Analytical tools for Angola's Ecosystem Degradation and Ecosystem Services, including forest, land use, amongst others. Spatial tool analysis development, including integration with UNBioLab, FAO-FREM, other potential platforms for assisting spatial date usage Determine which server. host, and/or department the final platform should be located at the end of the project. Develop open access protocols.								
	Task	Develop spatial analysis tools based on integrating with existing tool analysis - UNBioLab, FAO-FREM, ESRI, other potential platforms.								
	Task	Incorporate the layering into a GIS platform which will be run on the Knowledge platform for the ECP project. Develop data sharing agreements and protocols, access models, and quality control mechanisms and how data points will be updated during potential PES credit projects								
	Task	Determine the best platform to run a national GIS mapping GIS data base for forestry and land use. identify the best ministry and department to maintain and support the mapping data base (possibly GGPEN); developed data sharing agreements and protocols, access models, and quality control mechanisms. Agreement to transfer data from the knowledge platform post project								
	Task	Identify priority areas, and extend activity 3.1.2.2 to cover priority areas in Angola								
	Activity 1.3.2.3	Create an awareness building - training package for applying SLM planning; focussing on choosing and highlighting restoration areas; including spatial tools for incorporation in 1.3.3, . (hire local consultants)		**X**	**X**					
	Activity 1.3.2.4	Assess and monitor level of spatial analysis used in plans developed under component 2 (M&E and SES)				**X**	**X**	**X**		

GEF Output/ Activity	Activity	Description	Year 1 (1-6 m)	Year 1 (7-12 m)	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Output 1.3.3 Sustainable Land Management planning took-kit for restoration and improved management is developed and used by government and private entities. SLM toolkit will include UNDP SES policies and elements for gender considerations in planning	Activity 1.3.3.1	Integrating output 1.2.1. and 1.3.2 to create a toolkit for applying SLM planning; focusing on choosing and highlighting restoration areas; including spatial tools, gender considerations, socio economic analysis, SES policy and criteria. This will be placed on the web under the Angolan Knowledge platform (Output 4.2.1). Likely the same website developer involved in 1.3.2.3. would be involved. The GIS Spatial Analysist and Knowledge Platform expert will be responsible for this with input from the Sr. Landscape Planning and Restoration Specialist, as well as Local tech officer on Gender and Safeguards (monitoring).		**X**	**X**	**X**				
Component 2: Projects Sites to promote innovations and benefits of ecosystem restoration and SLM.										
Outcome 2.1 Landscapes in Angola are restored, conserved, or under improved land management using integrated multi-stakeholder SLM planning interventions; and investments are producing GEBs and supporting LCs										
Output 2.1.1 SLM Planning, integrated restoration, conservation and SLM in Mount Moco (Huambo Province) combining forestry, grassland, and alternative livelihoods	Activity 2.1.1.1	Define final areas and final work plan activities for intervention with relevant stakeholders; Develop RFP for intervention: reforestation, conservation agriculture, tourism, value added products (Land restoration specialist, local restoration expert, local communities, Provincial govt., academia)		**X**						
	Activity 2.1.1.2	Conduct SLM Planning related to forestry conservation, conservation agriculture, tourism and alternative livelihoods. Include ESMP, gender, social and environmental impacts studies, LAP; targeted assessment of risks associated with eco-tourism; develop RFP for plan implementation based on SLM plan.			**X**	**X**				
	Activity 2.1.1.3	Implement plan (service contract; oversight with Land restoration tech officer - Huambo); including testing grassland burring policies; test recommendations for creation of cooperatives based on White Paper (output 1.1); Engage communities in developing and testing recommendations for developing associations, and community forests/lands - agricultural land. Related to 1.1.1.1.			**X**	**X**	**X**	**X**	**X**	**X**
Output 2.1.2 Riparian SLM planning, restoration and conservation of riparian zones of Cubango River basin and tributaries including conservation agriculture and improved grassland management in	Activity 2.1.2.1	Define final areas and final activities for intervention with MINAMB, GABHIC and CETAC, and Provincial authorities, communities, relevant stakeholders; Develop RFP for SLM Planning: reforestation where needed, riparian restoration, conservation agriculture, value added products. The entire process is coordinated by the Local Coordinator based in Huambo.		**X**	**X**					
	Activity 2.1.2.2	Conduct SLM Planning using SLM Planning tool (1.3.3.1) with the support from the local restoration specialist. Planning will also be conducted with supervision and oversight from international safeguards specialist. The planning will be related to riparian conservation, forestry conservation, conservation agriculture,			**X**	**X**				

GEF Output/ Activity	Activity	Description	Year 1 (1-6 m)	Year 1 (7-12 m)	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Tchicala Tcholohanga – Catchiungo.		source water protection, village washing stations. Include gender mainstreaming and SES targeted assessments as appropriate.								
	Activity 2.1.2.3	Implement plan (service contract; oversight with Land restoration tech officer - Huambo); including testing grassland burrning policies; test recommendations for creation of cooperatives based on White Paper (output 1.1); Engage communities in developing and testing recommendations for developing associations, and community forests/lands - agricultural land. Related to 1.1.1.1.				X	X	X	X	X
Output 2.1.3: SLM Planning and promotion of conservation agriculture and forestry in miombo forest and peatlands in upper Lungue-Bungo River (Zambezi basin) for Lobito Corridor communities (Moxico Province).	Activity 2.1.3.1	Planning to Plan: Define final areas and final activities for intervention with FAO and IDA, and Provincial authorities and determine which are the target communities; Conduct initial community level site visits to engage and involve the community and conduct an initial SES screening; Develop RFP for SLM Planning: reforestation where needed, riparian restoration, conservation agriculture, value added products. The entire process is coordinated by the Local Coordinator based in Luena.		X	X					
	Activity 2.1.3.2	Conduct SLM Planning using SLM Planning tool (1.3.3.1) with the support from the local restoration specialist. Planning will also be conducted with supervision and oversight from international safeguards specialist. The planning will be related to conservation agriculture and value chain enhancement, riparian and peatland conservation, forestry conservation. Planning will necessarily include environmental and social assessments and include gender through the application of appropriate SES policies. Planning will incorporate SES targeted assessments, with a focus on gender mainstreaming within the framework of comprehensive SES policy implementation			X	X				
	Activity 2.1.3.3	Implement plan (service contract; oversight Coordinator - Huambo); including testing grassland burring policies; test recommendations for creation of cooperatives based on White Paper (output 1.1); Develop and test new management practices for peatland management in conjunction with 1.1.1.3; Engage communities in developing and testing recommendations for developing associations, and community forests/lands - agricultural land. Related to 1.1.1.1.				X	X	X	X	X
Output 2.1.4 SLM Planning for upper Cuito Basin (Lisima Landscape) in miombo forests and peatland with isolated	Activity 2.1.4.1	Planning to Plan: Define final areas and final activities for intervention with NGOWP, and Provincial authorities and determine which are the target communities; Conduct initial community level site visits to engage and involve the community and conduct an initial SES screening, based on ESMF, and finalize gender plan; Develop RFP for SLM Planning: reforestation where needed,		X						

GEF Output/ Activity	Activity	Description	Year 1 (1-6 m)	Year 1 (7-12 m)	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
communities near Tempué (Moxico). Focus is promotion of conservation and sustainable agriculture and rangeland, and alternative livelihoods; Includes mapping for PES Credit Project		riparian restoration, conservation agriculture, value added products. The entire process is coordinated by the Local Coordinator based in Luena								
	Activity 2.1.4.2	Conduct SLM Planning using SLM Planning tool (1.3.3.1) with the support from the local restoration specialist. Planning will also be conducted with supervision and oversight from international safeguards specialist and international landscape restoration specialist. The planning will be related to promoting conservation agriculture in peatland systems, riparian and peatland conservation, forestry conservation and non-wood forest products. Planning will necessarily include environmental and social assessments and include gender through the application of appropriate SES policies. Additionally, community engagement during the planning process will ensure UNDP stakeholder engagement standards are met in line with 1.3.3.1		**X**						
	Activity 2.1.4.3	Implement plan (service contract; oversight Coordinator - Humabo); including testing grassland burrning policies; test recommendations for creation of cooperatives based on White Paper (output 1.1); Develop and test new management practices for peatland management in conjunction with 1.1.1.3; Engage communities in developing and testing recommendations for developing associations, and community forests/lands - agricultural land. Related to 1.1.1.1.			**X**	**X**	**X**	**X**	**X**	**X**
Output 2.1.5 Special Land Planning Cameia National Park wetlands and promotion of sustainable agricultural and grassland practices for neighbouring communities.	Activity 2.1.5.1	Planning to Plan: Confirm the planning area and key activities for intervention with INBC and Ministry of Culture and Tourism, and Provincial authorities. Determine which are the target communities to initiate the planning process; Conduct initial community level site visits to engage and involve the community and conduct an initial SES screening and finalize gender plan; Conduct initial biodiversity assessment and land use to outline additional surveys needed at planning level. Develop RFP for Special Land Planning: wetland and riparian restoration where needed, conservation agriculture, and grass land burring. planning includes detailed consultation with stakeholders. The entire process is coordinated by the Local Coordinator based in Luena.		**X**	**X**					
	Activity 2.1.5.2	Conduct Special Land Planning using SLM Planning tool (1.3.3.1) with the support from the local restoration specialist. Planning will also be conducted with supervision and oversight from international safeguards specialist and international landscape restoration specialist. The planning will have the objective of improving land use in the park and may include promoting conservation agriculture in boarder areas outside the park, and improved methods for grassland burning. Planning will necessarily include environmental (including biodiversity - and possibly a Biodiversity Action Plan) and social assessments and include gender through the application of appropriate SES			**X**	**X**				

GEF Output/ Activity	Activity	Description	Year 1 (1-6 m)	Year 1 (7-12 m)	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
		policies. Additionally, community engagement during the planning process will ensure UNDP stakeholder engagement standards are met in line with 1.3.3.1								
	Activity 2.1.5.3	Implement plan (service contract; oversight Coordinator - Huambo); including testing grassland burring policies; test recommendations for creation of cooperatives based on White Paper (output 1.1); Develop and test new management practices for peatland management in conjunction with 1.1.1.3; Engage communities in developing and testing recommendations for developing associations, and community forests/lands - agricultural land. Related to 1.1.1.1.				X	X	X	X	X
Output 2.1.6 Scoping and detailed feasibility of priority agricultural and forestry restoration projects, and potential Nature (carbon/biodiversity) credit projects in the ECP	Activity 2.1.6.1	Initial screening and scoping for areas in the ECP to be completed by Local Landscape Restoration specialist with assistance from international Lanscape restoration specialist. Ensuring that projects address Angola's NDCs and support National Action Plans under UNCCD, UNFCCC, and UNCBD.			X	X				
	Activity 2.1.6.2	In consultation with stakeholders (including ECO CoP), prioritizing 2-3 restoration activities in the ECP. Focus should be given to areas for forest restoration and agricultural land restoration. Additional benefits associated with biodiversity conservation should be highlighted.				X	X			
	Activity 2.1.6.3	Conduct detailed feasibility assessment of 2-3 restoration activities in the ECP in collaboration with ECO CoP. The feasibility assessments will include GIS modelling, ecosystem valuation and cost-benefit assessment, social and environmental impact studies, social livelihood assessment and plans, as well as applying other relevant modules of the integrated SLM Planning toolkit				X	X	X	X	
	Task	Build from 3.3, Utilize LCoP to identify gaps in the agriculture verticle value chain, from harvesting, packing, processing to transportation. LCoP new graduates to create business plans for solutions to fill gaps in the agriculture vertical value chain. Starting with Huambo, expanded to cover Moxico and potentially Bie. Work is supervised by LCoP Program Coordinator & National Sustainable Finance Specialist								
	Task	Build from 3.3, Utilize FCoP to develop business plans to scale up, enhance conservation agriculture through improved value chain. Includes Maintenace of ECP areas, expansion within Moxico and to other regions. Work is supervised by FCoP Prog Coordinator & National Sustainable Finance consultant								

GEF Output/ Activity	Activity	Description	Year 1 (1-6 m)	Year 1 (7-12 m)	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	Activity 2.1.6.4	Potential Carbon-biodiversity credit Project scoped for scaling up in the ECP post GEF intervention. Engage with Carbon & Biodiversity Credit CoP (3.2.1) to utilize capacity developed in Angola. Engage International Carbon specialist for firm to help conduct scoping (and train Carbon & Biodiversity Credit CoP members). Assumes that similar process would be needed for tagging, maintenance-reporting-verification for both carbon and biodiversity projects. All projects will integrate gender considerations and set specific targets for women and youth employment					X	X		
	Task	Hire International carbon consultant or firm. Note a 2-year lead time may be needed to secure talent. Help to mentor Carbon & Biodiversity Credit CoP			X					
	Task	Scope maintenance, scale up and out of ECP restoration and conservation projects into new locations.					x	x		
		Use EcoCop and Nature Credit CoP to create business plans. Supervised by Nature Credit CoP Prog Coordinator; GIS analyst; and Sr Landscape Restoration Specialist								
	Task	Build from output 3.1.1. Angola Carbon & Biodiversity Credit Market and Roadmap. Conduct feasibility to determine best potential for nature credits (with Outputs 2.1.3 and 2.1.4). Include potential for REDD+ and cookstove project as part of largescale SLM planning and implementation								
		Feasibility to align with SLM planning approach, including conducting ESMP if deemed appropriate, environmental and social impact assessment of any potential project, including if appropriate a Livelihood Plan. Special care will be needed during the feasibility to focus on potential displacement of local peoples (either part of largescale SLM planning and implementation					X	X		
		Priority list of nature credit projects created. Detailed feasibility to be conducted on top projects.								
		International carbon consultants hired for feasibility, and to mentor graduates from Carbon & Biodiversity Credit CoP, who will assist. Work overseen by Carbon & Biodiversity Credit CoP Program Coordinator and Int Fin Mech Consultant								
	Task	Linked in 3.3.1.1. Quantify impact on Angola's pipeline of projects for funding								
	Activity 2.1.6.5	Develop detailed feasibility study for a carbon project (including business plans and total financing needs). Potential financial returns, risks and impacts are highlighted. Developed in collaboration with Nature Credit CoP						x	x	

GEF Output/ Activity	Activity	Description	Year 1 (1-6 m)	Year 1 (7-12 m)	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Output 2.1.7 Ecosystem valuation for Payment for Ecosystem Services (upstream conservation projects in ECP) in the Kwanza River basin	Activity 2.1.7.1	Initial screening and scoping for areas in the Kwanza River basin that would be suitable for initiating a payment for Ecosystem services scheme and prioritizing 2-3 restoration activities in the ECP.				**X**				
	Activity 2.1.7.2	Conduct detailed feasibility assessment for PSE in the Kwanza River basin, including engaging stakeholders, both upstream and downstream beneficiaries, through applying a PSE approach. Feasibility assessment will include basin modelling, benefit sharing assessment, social and environmental impact studies, social livelihood assessment and plans, ecosystem valuation and cost-benefit assessment; as well as applying other relevant modules of the integrated SLM Planning toolkit					**X**	**X**		
	task 2.1.7.1	contract international PSE specialist to develop overall plan and assessment (over 3 years); identify and engage stakeholders; develop framework for cost benefit analysis; conduct main engagement process with PRODEC etc.								
	task 2.1.7.2	Engage Universities (or other suitable entities) to develop hydrological model of Kwanza basin, to be able to run scenario planning etc.								
	task 2.1.7.3	Engage NGOs and Civil Society for local stakeholder engagement and planning.								
Component 3: Promoting capacity to leverage sustainable financing to advance & scale-up and scale-out SLM and global environmental benefits										
Outcome 3.1 Capacity developed to leverage sustainable financing through carbon and biodiversity credit projects.										
	Task	Contract national legal specialist, national sustainable finance expert and international financial mechanism consultant	**x**							
Output 3.1.1. Assessment of opportunities and recommendations for De-risking investments in the nature sector includes Special Purpose Vehicles, Sustainable Bonds and Conservation Trust Funds.	Activity 3.1.1.1	Conduct a "Derisking Angolan Investments in Nature" report outlining Impact investment criteria for field projects, inclusive of UN SDG, Climate Bond Initiative's sustainability and green criteria, certified IFC's biodiversity taxonomy, and clarifying what would assist in developing investor confidence in Angolan Investments (including engagement with multilateral lending institutions). Including a section on the use of Special Purpose Vehicles (SPV) as a safeguard mechanism to derisk Angola and appeal to investors. Include examples of how SPV have been utilized in context of funding mechanisms and financial instruments. Goal is to position ECP projects for impact investment, attract blended finance, and also to align with multilateral agencies and banks, international efforts to support increased investments into biodiversity, climate finance and sustainability, including regenerative agriculture. Examples of extraordinary assistance from Multilateral development banks and other safeguards to	**x**	**x**	**X**					

GEF Output/ Activity	Activity	Description	Year 1 (1-6 m)	Year 1 (7-12 m)	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
		increase investor confidence. Include possibilities and recommendations for Angola.								
	Task	Outreach to select investors and rating agencies to clarify and quantify Angolan investment risks. Review projects under component 2 and align with Angola's NDC and National Plans, determine how they can be used for tagging for impact investment.								
	Task	Outreach to UNDP SDG for alignment with Impact standards, including governance and covenants; to the Climate Bond Initiative (as a partner) for sustainability criteria and certification process; to IFC for biodiversity taxonomy and latest guidance; to Global Green Bond Exchanges for listing regulatory and classification requirements.								
	Task	Outreach to Multilateral Guarantors and investment banks; and rating agencies to understand possibilities, requirements and costs associated "de-risking". Discussion to include blended finance and the use of Special Purpose Vehicles to derisk and attract investors.								
	Task	Outreach to key investors to include the IFC, sovereign wealth funds and large foundations.								
	Activity 3.1.1.2	Workshop to report back to government on "de-risking Angola investment in Nature" report.			X					
	Activity 3.1.1.3	Recommend opportunities for Angola sustainable or green bond, include using a SPV as the Issuer; use of SPV to help enhance investment interest; use of SPV entity created to safeguard Carbon & Biodiversity credit creation. Directly linked to (3.1.2), this will focus on enhancing project development transparency and benefit sharing.				X				
	Task	Inclusive of potential projects to fund, certification, registration (on green exchange) and the issuance processes. Reference 3.1.1.1. derisking methods inclusive of SPVs and extraordinary assistance from development banks.				x				
	Task	Outreach to UN Conference of the Parties (COP), UNDP BioFIN, UNDP High Integrity Carbon Initiative (HICI), project developers and other stakeholders for intelligence on deal structures and pricing.				x				

GEF Output/ Activity	Activity	Description	Year 1 (1-6 m)	Year 1 (7-12 m)	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	Task	Design safeguard structure, process and solutions. Scope how to stand up, including regulatory frameworks, institutional support and cash safeguards. Include the possibility of using a Special Purpose Vehicle structured to safeguard equitable distribution and benefit sharing with the country and the communities of the carbon & biodiversity credit projects.				x				
	Activity 3.1.1.4	Review Conservation Trust Fund initiatives, including TNC initiative and MINAMB-UNDP GEF GBFF initiative in Angola. Ensure "restoration" and ECP conservation activities can also be included under the Trust Fund, and determine most effective way to develop sustained financing (i.e. endowment from Carbon & Biodiversity credits and internationally managed, amongst others) develop recommendations for CTF.				X				
	Activity 3.1.1.5	Workshop with MINFIN and appropriate stakeholders to review recommendations for Sustainable Bond, Carbon & Biodiversity Project Governance and Benefit Sharing, and sustaining a Conservation Trust. (Link to Activity 3.1.1.3)				X				
	Task	Prepare background material for National workshop on Finance Mechanisms and governance. Engage stakeholders, conduct workshop in yr 4 and develop recommendation paper for approval.			x	x				
	Activity 3.1.2.1	Conduct a needs assessment for developing Carbon & Biodiversity Credit Markets within Angola. Includes assessment of regulatory framework, existing mechanisms for Carbon & Biodiversity credits, and case studies from other jurisdictions, inclusive of cashflow procedures and SESA for safeguarding potential credit projects (link to 3.2.1.1). Surface regulatory, procedural and institutional gaps in Angola. Angola State of Carbon & Biodiversity Market document created.			x	x				
	Activity 3.1.2.2	Highlight capacity development needs for governance and at EcoCOP and Carbon & Biodiversity Credit CoP for Carbon & Biodiversity credit Measurement (or) Monitoring Reporting and Verification (MRV). Review existing examples and develop recommendations for governance, decision-making, avoiding price distortion, and benefit sharing with Carbon & Biodiversity credit projects; including reducing areas of distortion including payout asymmetries. Review of regional and international examples. Include safeguards for contract awards, cash transactions, buyer interest and pricing. "A Roadmap to Readiness" is added to Angola State of Carbon & Biodiversity credits document, which focuses on institutional and regulatory needs. Link with 'peer to peer' training in 4.1.1			x	x				

GEF Output/ Activity	Activity	Description	Year 1 (1-6 m)	Year 1 (7-12 m)	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
		Engage with international institutions and multi-lateral banks, UNDP BIOFIN for biodiversity, UNDP High Integrity Carbon Initiative (UNDP HICI), ADF and/or UNEP teams to understand their role in the development of the Angolan PES market readiness. Engage with other organisations such as Terra Carbon, TNC, ENI, plus any other NGOs and Corporates (with activities related to carbon in Angola, and potentially southern and western Africa)			x	x				
	Activity 3.1.2.3	Conduct National workshop, including possible donors and supporters, to approve draft State of Angolan Carbon & Biodiversity Credit Market and Roadmap to Readiness.				X				
		Develop background materials and draft Angolan Nature (Carbon-Biodiversity) Market Document, circulate to appropriate stakeholders. Document to include legislative and institutional recommendations. Nature (Carbon-Biodiversity) workshop conducted: several segmented meetings with key stakeholders, host a national workshop to review and approve of the draft State of Angola Nature (Carbon-Biodiversity) Market and roadmap to readiness document.				x				
		Connect into Carbon & Biodiversity Credit CoP and ECO CoP to update capacity being created, and the carbon credit feasibility studies (under 2.1.6).			x	x				
Outcome 3.2. Increased technical and financial capacity in restoration practitioners to leverage resources for ecosystem restoration and regenerative SLM										
Output 3.2.1 Strengthen technical and financial capacity through the development and training of communities of practice (CoPs)	*Task*	Hire 1 Knowledge Management and CoP Coord for all 4 COPS, Hire 4 CoP Managers, 1 for each COP	x							
	Activity 3.2.1.1	Develop Farmer Communities of Practice (FCoP) (which includes Small and Medium Farmers) In Moxico in relation to output 2.1.3 and to enhance conservation agriculture through improved value chain. Included in FCoPs will be academia to maintain and enhance knowledge. A needs assessment will be conducted, and training program developed in conjunction with activity 4.1.1.A certification program to be created and used in conjunction with 4.1.1. A business plan, budget and activity program will be developed by year 2.		x	x					

GEF Output/ Activity	Activity	Description	Year 1 (1-6 m)	Year 1 (7-12 m)	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	Activity 3.2.1.2	Develop Logistic Communities of Practice (LCoP) (including Small and Medium Logistics Communities of Practice) In Huambo (and possibly Moxico) to support throughput of the agriculture verticle value chain. Included in LCoP will be academia to maintain and enhance knowledge. A needs assessment will be conducted, and training program developed in conjunction with activity 4.1.1.A certification program to be created and used in conjunction with 4.1.1. A business plan, budget and activity program will be developed by year 2.		x	x					
	Activity 3.2.1.3	Develop Ecosystem, Restoration and Conservation Community of Practice (EcoCoP) for restoration and conservation practices. Included in EcoCoP will be academia to maintain and enhance knowledge. A needs assessment will be conducted, and training program developed in conjunction with activity 4.1.1.A certification program to be created and used in conjunction with 4.1.1. A business plan, budget and activity program will be developed by year 2.		x	x					
	Activity 3.2.1.4	Develop Carbon & Biodiversity Credit Community of Practice (CBCoP) for the technical skills required for nature credit (carbon and biodiversity) projects. Included in Carbon & Biodiversity Credit CoP will be academia to maintain and enhance knowledge. A needs assessment will be conducted, and training program developed in conjunction with activity 4.1.1.A certification program to be created and used in conjunction with 4.1.1 for monitoring reporting and verification (MRV). A business plan, budget and activity program will be developed by year 2.		x	x					
	Task	Finalize locations for all 4 CoPs. FCoP locations to be in common with FGC and GEF8 regions, prepare workspace; LCoP location to be in common with LAR; EcoCop to be in common with GEF8 R&C areas and to be virtual; CarbonCop to be in Luanda close to colleges or could be virtual.		X	X					
		Offer solutions to childcare, meal and logistical issues, which may be a barrier to attendance.								
		Depending on remoteness of GEF8 program locations and the availability of labour, accommodation and associated utilities may need to be built.								
	Task	Create Business Plans for all 4 CoPs. Request funds. Review and update annually		X	X					
		Manage staff, contracts with colleges, specialized trainers and any other vendors								
		Prepare quarterly reports and online or in person meeting of all COP Management, with PMU								

GEF Output/ Activity	Activity	Description	Year 1 (1-6 m)	Year 1 (7-12 m)	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	Task	For all 4 CoPs: Market and communication of all the community of practices (CoP), courses, community activities and employment opportunities not only in Luanda but provinces where GEF8 will be operating.		**X**	**X**					
		Work closely with each Program Coordinator.								
	Task	Connect into GEF8 projects to set up mentorships and jobs for graduates, If GEF8 jobs are full, assist with job placement into another programs.		**X**	**X**					
	Task	Scope key regenerative agriculture and financial knowledge gaps with small farmers, medium farmers local NGOs and what is required by GEF8		**X**	**X**					
	Task	Local colleges and or/teachers identified, and regenerative agriculture & finance courses created for FCoP, developed in conjunction with 4.1.1 with FAO, FGC and other appropriate local and international institutions. Review and update annually. Hire and manage trainers for courses.		**X**	**X**					
		Farm courses to be approved by PMU.								
	Task	Scope key logistical gaps with local NGOs, Small & Medium Logistics, LARS and what is required by GEF8		**X**	**X**					
	Task	Local colleges and/or teachers identified, agriculture logistics (including transportation, refrigeration, amongst others) related & finance courses created for LCoP developed with FGC, FACRA and LAR. This is done in conjunction with 4.1.1. Review and update annually. Hire and Manage trainers. These maybe internal to LARs. Logistics courses to be approved by PMU		**X**	**X**					
	Task	Scope technical capacity required for GEF8 restoration and conservation together with GIS analyst, Sr Landscape restoration Specialist.		**X**	**X**					
				X	**X**					
	Task	Colleges and/or teachers Identified, to assist with creation of training for ECO CoP in conservation & restoration practices in conjunction with training will focus on the needs of GEF8- ECP project. Prepared in advance at college, students will be mentored by a Senior Project Manager. After graduating with a conservation & restoration certification, students will be set to work during GEF8, developing project plans, budgets and implementing the techniques they have learned. Course to be approved by GIS/ Sr Landscape Restoration Specialist.		**X**	**X**					
	Task	Scope technical capacity required for the feasibility and implementation of nature credit projects, inclusive of MRV. Connect into Output 3.1.3 Angola Carbon Readiness roadmap		**X**	**X**					

GEF Output/ Activity	Activity	Description	Year 1 (1-6 m)	Year 1 (7-12 m)	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	Task	Colleges and/or company and/or teacher identified, to create measurement, reporting and verification (MRV) courses. Carbon developers, verification companies wishing to operate in Angola are required to mentor students through on the job trainings and add to the body of knowledge at EcoCoP. Graduating students to be employed for natural credit projects scoped in output 3.3.1, minimum of 5 years, should there be the need. Certification Scoped. Course to be approved by Int Fin Mech consultant		**X**	**X**					
	Activity 3.2.1.5	Operationalize, continue and expand membership of all community of practices. Support GEF8 requirements				**x**	**x**	**x**	**x**	**x**
	Task	Identify courses in common with another CoP. Share resources including trainers.								
		connected with colleges and certification programs. Include mentorship and practical application with senior professionals on GEF8 projects.								
		Task students to scope projects to fund, price the cost of replication and scaling for investment. Liase with National Sustainable Finance Specialist				**x**				
		Annual check in with appropriate GEF8 projects, to align on skills required, capacity being developed at COP for jobs on graduation.								
		Prepare community activity events								
		Register memberships, community activity and course participants.								
		Feedback gathered, reports created and sent to PMU								
		Set up CoP to be knowledge centres, maintaining a library of policy, technical, educational documents including financial toolkits, business plans and government policies.								
	Task	Identify gaps in vertical value chain and other business opportunities. Create investment package with FGC and FACRA, to be inclusive of business plan, funding and client segment. Qualify members of CoP for investment package eligibility.				**x**				
Component 4: Knowledge management, raising awareness and understanding, including supporting gender mainstreaming in SLM										
Outcome 4. 1 Increased awareness and promotion nationally and internationally on management systems and financial mechanisms for ecosystem restoration and improved management of productive lands, including gender mainstreaming, and empowerment of women and youth.										

GEF Output/ Activity	Activity	Description	Year 1 (1-6 m)	Year 1 (7-12 m)	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Output 4.1.1 Training and capacity building activities to strengthen management and financing of ecosystem restoration and management of improved productive land at the national, provincial, and local levels	Activity 4.1.1.1	Identify specific capacity needs for finance training, Nature credit and SLM. May involve academic institutions to assist with needs assessment as well capacity training. capacity needs assessment at national policy level conducted in Component 1.	x	x	x					
		Capacity needs at local level based on SLM planning conducted in Component 2.								
		Identify specific capacity needs under Component 3 for Farm CoP and Logistics CoP, Carbon & Biodiversity Credits projects (and ECO and Carbon CoP).								
	Task	Outreach to CoP stakeholders, local and sector education institutions, for alignment and co-creation of: sector specific knowledge and practical application within the project, financial capacity and literacy, business operations and plans, and regenerative agriculture and sustainable practices (specific to sector) knowledge products.	x	x	x	x	x	x		
	Task	Outreach to CoP and CoP community, to identify gaps in verticle value chain. Create investment packages so gaps can be filled. Packages to be inclusive of business plan, funding and client segment.			x	x				
	Activity 4.1.1.2	Build knowledge tools in collaboration with stakeholder and colleges of higher education, to fill gaps this includes: i) technical application of SLM and conservation agriculture in the ECP context ii) building financial capacity and literacy among the CoPs and communities focusing on SME agricultural sector		x	x	x	x	x		
	Activity 4.1.1.3	Conduct training workshops in conjunction with component 1 (promoting and training financial mechanisms includes 4 workshops in years 1, 2 and 3; for SLM Planning training 3 workshops /year in years 2 and 3) in Component 2 (workshops for training project implementation groups, NGOs, etc in conservation agriculture, including academic institutions) , and 3 (workshops for govt and private sector for finance tools; workshops for financial literacy and capacity building).			x	x	x			
	Activity 4.1.1.4	Peer to peer learning and study tours specifically to improve knowledge building and capacity under Component 3 for (1)- Carbon/biodiversity readiness for Angola: including 2 additional senior government to attending CC- COP specifically for carbon market development discussions with a focus on meeting MVR and Project Developer companies and understanding their approach. (yr. 2 or 3) ;		x	x	x	x	x	x	x
		Conduct a country study tour for 7 govt officials to Mozambique, DRC and/or Nigeria to review National and Regulatory approaches to carbon markets and possibilities for biodiversity credits (Brazil) in yr. 3;								

GEF Output/ Activity	Activity	Description	Year 1 (1-6 m)	Year 1 (7-12 m)	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
		(2) Conduct derisking study tour to London to coincide with Climate Bond Initiative annual conference for sustainable bonds, and to review Special Purpose Vehicles, guarantee structures with investment banks, rating agencies and select investors, in yr. 2 (2 govt staff, National Sustainable Finance Specialist, Int Fin Mech Consult); Training from the Climate Bond Initiative on sustainable bonds.								
Output 4.1.2 Training and exchange of knowledge, and collaboration with other countries through participation in GCP activities	Activity 4.1.2.1	Participation in GCP Restoration Activities and Knowledge Exchange		X	X	X	X	X	X	X
	Task	Annual International GCP meeting, 2 people (5 days + travel)								
	Task	Africa regional meeting GCP, 2 people 4 days + travel				X			X	
	Task	Regional training for spatial analysis methodology (2 people, 3 days + travel); and training to use FAO-FERM platform for restoration monitoring		X	X	X	X			
	Task	Participation in COPs Rio Conventions with GCP (at least 2) 2, persons 1 week + travel)				X				X
	Task	UNDP-CO to participate quarterly in GCP Steering Committee (UNDP to finance)	X	X	X	X	X	X	X	X
	Task	Country Project Manager to participate in GCP Technical Project Task force - quarterly meetings and calls (1/2 day every month)	X	X	X	X	X	X	X	X
	Task	On line training for multi-stakeholder dialogues, restoration planning; financing planning, etc.		X	X	X	X	X	X	X
	Task	Training for GEF Results Measurement Framework (M&E specialist, 5 days online)		X						
Output 4.1.3 Gender mainstreaming achieved through implementation of Gender Action Plan	Activity 4.1.3.1	Finalize Gender Mainstreaming Action Plan (20 days); and present for approval at Steering Committee meeting	X							
	Activity 4.1.3.2	Implement Plan, update annually.	X							
Output 4.1.4 Design, approval and implementation of a Stakeholder Engagement and Communication Strategy – including grievance mechanism.	Activity 4.1.4.1	Finalize Stakeholder Engagement and Communication Plan; approve at Steering Committee (Inception workshop).	X							
	Activity 4.1.4.2	Implement plan		X	X	X	X	X	X	X

GEF Output/ Activity	Activity	Description	Year 1 (1-6 m)	Year 1 (7-12 m)	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Outcome 4.2. A dynamic and interactive platform for exchange of knowledge, learning, technical assistance, and multi-stakeholder dialogue and connectivity facilitates project development and learning.										
Output 4.2.1 Knowledge platform for Angola is developed and utilized. The Knowledge Platform will house project data, Angolan Knowledge Products, SLM Planning Spatial Analysis Tools, amongst others; link with GCP projects	Activity 4.2.1.1	Creation of knowledge platform and connection with GCP; FAO-FERM platform etc. (2 months of GIS specialist) (2 months knowledge specialist)		**X**	**X**					
	Activity 4.2.1.2	Knowledge Platform integrating with national data, and on-going running			**X**	**X**	**X**			
	Activity 4.2.1.4	Link the knowledge platform and SLM Planning with Restoration/conservation Community of Practice; build capacity and use of knowledge platform. Expand use to provincial level and municipal level.				**X**	**X**	**X**	**X**	**X**
Outcome M & E: M&E Plan, workshop, steering committee meetings, reporting, PIR, MTR and TE.										
Output M&E: Follow Management Plan (reporting, inception workshop, indicators, MTR and TE, amongst others	Activity	Inception Workshop and Report	x							
	Task	Monitor and report on progress made in reaching GEF core indicators and project results included in the project results framework	x	x	x	x	x	x	x	x
	Task	Monitor – i) SES policy implementation as needed; ii) monitor implementation of stakeholder engagement strategy; and iii) Gender Action Plan	x	x	x	x	x	x	x	x
	Task	Supervision Missions	x	x	x	x	x	x	x	x
	Task	Learning and Learning Missions	x	x	x	x	x	x	x	x
	Task	Annual Project Quality Assurance	x	x	x	x	x	x	x	x
	Task	Review and Make Course Corrections	x	x	x	x	x	x	x	x
	Activity	Annual GEF Project Implementation Report (PIR)		x	x	x	x	x	x	
	Activity	Project Review (Project Board – Steering Committee)	x	x	x	x	x	x	x	x
	Activity	Independent Mid-Term Review (MTR)					x			
	Activity	Independent Terminal Evaluation (TE)								x
Component 5 Project Management										
Outcome 5.1. Day to day management, communication etc. support effective and adaptive project management										

Annex 5: UNDP Social and Environmental Screening Procedure (SESP)
(Attached separately)

Annex 6: UNDP Risk Register

Project Title: Sustaining Ecosystem Restoration in Angola's Extended Central Plateau	**Project Number:** PIMS 9643	**Date: 15-Sep-24**

#	Event	Cause	Impact(s)	Risk Category and Sub Category (*including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/ To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
1	1.1 Project not effectively managed; lack of coordination;	1.1 Limited governance and capacity of the executing partner (MINAMB/INBC) to implement and manage the of project. 1.2 Ssignificant procurement delays can negatively affect project implementation	All outcomes of the project	**3. OPERATIONAL (3.2. Leadership and management) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Likelihood: **3 - Moderately likely** Impact: **4 - Extensive** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Jun-24 To: 01-Jun-32	… *MINAMB/INBC and PMU*	Risk Treatment 1.1 This issue was highlighted in the TE for the Cuvalai River Basin project. Which specifically noted there was "Insufficient capacity of the Project Management to coordinate the project" which negatively affected to outcomes. It further notes that "the issue could have addressed by ensuring a strong PMU in MINAMB". This is an innovative and there relatively complex project with activities being conducted at the national level related to enabling conditions and developing sustainable finance mechanisms, as well as on the ground activities in three separate provinces. This is a challenge for management, and the risk is being mitigated in four ways: 1. The organisation of the Project Management Unit has included coordinators 1-at the central level to oversee overall project management, and activities conducted in the capital (such as related to enabling conditions and policy); and a local coordinator in Huambo city to cover activities in Huambo and neighbouring Bié as road accessibility is relatively good, and a local coordinator based in Luena to cover activities based in Moxico province. 1. The UNDP-CO will provide additional backstopping to support management and decision-making within the Project Management Unit for the first two years and help develop a culture efficiency within the PMU; and 2. Steering Committee meetings will be held quarterly for the first 2-3 years to provide support and guidance to the PMU and then biannually (every 6 months) thereafter. The meetings will take place within one month of the quarterly reports to follow up on reporting and address any project implementation issues. 3. The UNDP Regional Technical Advisor and UNDP-CO will have separate meetings with MINAMB/INBC and PMU approximately 1 month prior to quarterly reporting to address any issues in project implementation. Risk Treatment Owner: PMU and UNDP-CO Risk Treatment 1.2: This issue was highlighted in the TE for the Cuvalai River Basin project. Which specifically noted there was "significant procurement delays" and subsequent "delays in execution of project activities". This will be addressed through the placement of a CTA - for technical implementation level (IPSA for two years) for a period of 24 months at the beginning stage of the project to ensure adequate management mechanisms are in place for the remainder of the project.

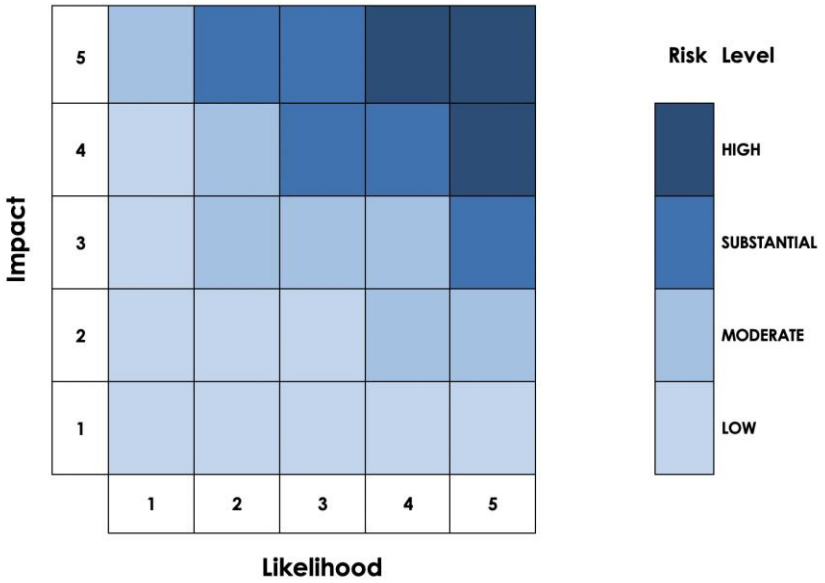
#	Event	Cause	Impact(s)	Risk Category and Sub Category (*including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/ To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
								Risk Treatment Owner: … Risk Treatment 1.3: … Risk Treatment Owner: …
2	There is a risk that project outcomes will not be achieved to due to lack of technical expertise in Angola	There is insufficient local capacity and expertise to undertake technical aspects of the project, such as monitoring, landscape planning, and elements of demonstration project implementation.	Which will impact in achieving all outcomes	**4. ORGANIZATIONAL (4.2. Execution capacity) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Likelihood: **4 - Highly likely** Impact: **4 - Extensive** Risk level: **SUBSTANTIAL (equates to a risk appetite of OPEN)**	From: 01-Jun-24 To: 30-Jun-27	MINAMB-MINAMB/INBC-PMU	Risk Treatment 2.1: A further issue highlighted in the TE for the Cuvalai River Basin project, was the difficulty in obtaining local capacity for the project implementation. Indeed, it notes that the PMU suffered from having only half the number of staff envisioned in the PPG. This is a systemic problem within Angola whereby there is a lack of trained personnel and available technical staff. During the development of the PPG an informal needs assessment was conducted, and the project design has been developed with the challenges of local capacity in mind including: 1. The development of the SLM (Sustainable Land Management) Landscape Planning toolkit (Output 1.3.3) and its subsequent implementation in project sites under component 2 is designed to increase local capacity. 1. A strategy of partnering with other projects that have similar objectives and improving and augmenting those projects as opposed to starting entirely new projects in isolation. For example, partnering with Okavango Wilderness Project in the Lisima landscape, IDA in its capacity development in the Lobito Corridor in Moxico; and NGOs already working in Morro do Moco. 2. Using contractual service agreements to NGOs and local enterprises for heavily technical aspects such as undertaking Landscape SLM process in several of the project sites in collaboration with MINAMB/INBC, for example in Landscape planning for Cameia National Park. 3. At an early stage enhancing partnerships with academic institutions, particularly in the area of spatial analysis and GIS in landscape planning. 4. Identifying early on key areas elements that will require international expertise and contracting them to produce a product and at the same time mentor local staff. For example, in the development of mapping and validation protocols for carbon projects; the legal and institutional updates for sustainable bond, Special Purpose Vehicle, Carbon Credit Facility; landscape assessment specialist to assist with the creation of the Landscape SLM planning tool. Risk Treatment Owner: PMU and UNDP-CO Risk Treatment 2.2: … Risk Treatment Owner: …
3	There is a risk that the government will not place sufficient	Lack of political will and commitment to focus on restoration and conservation and advance	Communication and promotion of knowledge,	**4. ORGANIZATIONAL (4.1. Governance) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Likelihood: **1 - Not likely** Impact: **3 - Intermediate**	From: 01-Jun-24 To: 30-Jun-32	… *MINAMB*	Risk Treatment 3.1: The fact that the LDN target has been mainstreamed into Angola's climate change and national development policy frameworks, puts it high on the policy agenda. The project will leverage political will through active stakeholder engagement and ensuring a robust Steering Committee, and through the multi-stakeholder SLM planning and subsequent land management improvement in

#	Event	Cause	Impact(s)	Risk Category and Sub Category (*including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/ To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
	commitment towards the project	meeting LDN goals both at the Provincial level, and as MINAMB/INBC's primarily focussed on conservation and parks.	achieving outcomes.		Risk level: **LOW (equates to a risk appetite of MINIMAL)**			Cameia National Park and its environs. This includes involving local communities in the planning and implementation, as well as support to park management in terms of improved presence for continued engagement. At the provincial level, awareness raising will be continuous throughout the project to ensure that awareness levels are maintained even if there are changes in key political figures, government technical staff, etc. Risk Treatment Owner: MINAMB and UNDP-CO Risk Treatment 3.2: … Risk Treatment Owner: …
4	There is a risk that local communities will not have input in design of projects and therefore not receive benefits.	Lack of coordination and engagement between the project team and local communities on the implementation of the project's activities in the project sites (component 2).	Which will impact Project Site delivery and benefits to local communities.	**1. SOCIAL AND ENVIRONMENTAL (1.12. Stakeholder engagement) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Jun-24 To: 30-Jun-32	… *PMU*	Risk Treatment 4.1: This is related to risk #1 and is specifically being mitigated through: 1. The involvement of an International Safeguards specialist to help build capacity at the national level and train through participation. 2. The technical position of safeguards and gender specialist who will oversee the overall stakeholder engagement, amongst other duties. 3. the inclusion of technical staff for Provincial level coordination and planning in Huambo cand Moxico. As part of their duties the coordinators will oversee and participate in stakeholder engagement to ensure the entities contracted to undertake the SLM planning and subsequent implementation follow UNDP requirements. (Cite) Additionally, two cars are being budgeted to ensure accessibility to project sites for coordinators. 4. Resources are allocated to enhance community involvement, focusing capacity building to ensure inclusion and active participation. This includes supporting local governance through community lands and forest conservation, integrating multi-stakeholder engagement modules into the SLM planning toolkit, and incorporating rapid assessment to address potential social and environmental impacts. An International Gender Expert and SES Expert will train a local SES and Gender expert. who will join the PMU. The Stakeholder Engagement Plan will include a fully operational Grievance Redress Mechanism with provisions for women and vulnerable groups Risk Treatment Owner: PMU and UNDP-CO Risk Treatment 4.2: … Risk Treatment Owner: … Risk Treatment 4.3: … Risk Treatment Owner: …

#	Event	Cause	Impact(s)	Risk Category and Sub Category (*including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/ To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
5	There is a risk that the project will have little positive impact on gender.	Gender empowerment and mainstreaming will not be sufficiently addressed in the project implementation.	Which will impact women, particularly at the local level in Component 2	**1. SOCIAL AND ENVIRONMENTAL (1.2. Gender equality and women's empowerment) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **4 - Highly likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Jun-24 To: 30-Jun-32	PMU	Risk Treatment 5.1: ender mainstreaming is often obscured during project implementation as other aspects take priority when there are project milestones to be achieved. To help ensure that gender mainstreaming is a central part of this project a local gender expert will be contracted to help finalise the Gender Action Plan which will need to be approved by the Inception Workshop and will be reviewed at least once a year to monitor its implementation; and help build capacity for the Local Technical Safeguards and Gender officer to oversee monitoring and evaluation person who will oversee implementation of the gender action plan. They will also have support with backstopping from an international Social and Environmental Safeguards specialist (with gender experience) during years 1 to 3 with at least 1 meeting one month prior to each quarterly report. The project integrates gender consideration throughout its design, based on gender analysis conducted during the PPG phase. The GAP will be finalised and approved in the Inception Workshop to update gender-specific roles and key indicators for each output. Specific activities are included under two outcomes: 2.1 focuses on improving land management in Angola while supporting women's decision-making roles, and 4.1 aims to increase awareness of gender mainstreaming and address capacity-building needs for women and financial education Risk Treatment Owner: PMU and UNDP-CO Risk Treatment 5.2: … Risk Treatment Owner: …
6	There is a risk that Component 3 will not be fully realised due to i) the government is not interested in pursuing either a carbon or biodiversity credit project;	The government may have other priorities in the financial sector; and suitable specialists in credit projects and international financing will not be found.	Will impact the "readiness" of Angola to conduct a carbon or biodiversity credit project and address investor confidence.	**2. FINANCIAL (2.5. Delivery) - UNDP Risk Appetite: MINIMAL TO CAUTIOUS**	Likelihood: **1 - Not likely** Impact: **3 - Intermediate** Risk level: **LOW (equates to a risk appetite of CAUTIOUS)**	From: 01-Jun-24 To: 30-Jun-26	PMU / MINAMB	Risk Treatment 6.1: During the project proposal development extensive consultation and discussions have taken place with the Ministry of Finance who have shown an interest in pursuing different financial mechanisms and ways to help de-risk investment in Angola. Both the Ministry of Finance and MINAMB have shown interest in examining carbon credits as a means of generating finance for project specific goals. There is a minor risk of lack of government will. Continued discussions with the key ministries will continue to limit the potential for lack of government will. The impact is intermediate as although it will not impact activities under to achieve GEBs under this project it would impact long term funding goals of the project. Risk Treatment Owner: PMU-UNDP-CO Risk Treatment 6.2: … Risk Treatment Owner: … Risk Treatment 6.3: … Risk Treatment Owner: …
7	There is a risk that suitable	Specialists in Nature Credit and financial safeguards are	Which will impact the quality of the	**2. FINANCIAL (2.1. Cost recovery) - UNDP Risk Appetite:**	Likelihood: **2 - Low likelihood**	From: 01-Jun-24	PMU	Risk Treatment 7.1: Specialists in carbon and biodiversity credit systems are limited, however the project has already taken precaution to include UNDP High Integrity Carbon Market initiative and UNDP BIOFIN in the design and

#	Event	Cause	Impact(s)	Risk Category and Sub Category (*including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/ To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
	specialist cannot be found for capacity building and mentoring around, NBS financing, carbon & biodiversity credits or de-risking investments in Angola.. …	limited, even at the international level.	capacity building and recommendations developed	**MINIMAL TO CAUTIOUS**	Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	To: 30-Jun-30		development of this project and will seek their continued engagement. UNDP BIOFIN is already scheduling work with Angola, so the ECP project provides another entry point – albeit very specific – into the country. Likewise, High Integrity Carbon Market initiative is keen to assist Angola in developing a Readiness Roadmap. The project highlighted the need for advancing the Identification of carbon specialists to assist with mentoring of the Carbon & Biodiversity CoP and conduct a feasibility study of a project as a practical application. The project design team has already been in discussion with some companies to gain a sense of costs and timelines and a 24 month lead is needed. This will therefore be one of the priorities for the National Sustainable Finance Specialist. The role of International Financial Mechanisms Consultant is a less specialized role. Additionally, peer to peer to learning with neighbouring countries on carbon and biodiversity credit development; and a study tour to a Green Market (London) will mitigate the need to bring scarce specialists to Angola; and to arrange capacity building directly through existing opportunities such as registering Angola with the Climate Bond Initiative as well as providing opportunity to access a wide range of advisors. The impact is intermediate as although it will not impact activities under to achieve GEBs under this project (comp 2) it would impact long term funding goals of the project. Risk Treatment Owner: PMU with assistance UNDP. Risk Treatment 7.2: … Risk Treatment Owner: … Risk Treatment 7.3: … Risk Treatment Owner: …
8	Climate events may outweigh or erode the benefits of Project Site activities in Component 2. …	Current and future climate change impacts will threaten the sustainability of the project's investments and results.	Which will impact the GEBs associated with Component 2.	**1. SOCIAL AND ENVIRONMENTAL (1.5. Climate change and disaster risks) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **2 - Low likelihood** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Jun-24 To: 30-Jun-30	PMU	Risk Treatment 8.1: The potential impacts of current and future climate change impacts on the project sites are considered to be mitigated through project design. SLM is being advanced in areas which have been degraded, but also in those areas which have experienced less degradation but are highly likely to experience it during the expansion of the Lobito corridor development. The early promotion of SLM and conservation agriculture, and the improvement of burning regimes in grasslands will add to the project site adaptive capacity in the face of climate change. This includes not only from an environmental point of view, but also from a social point of view through the promotion of livelihoods that aligned with more sustainable agricultural and forestry practices. Additionally, specific climate risks will be considered during the SLM planning to be conducted for each project site and will include climate predictions and impact modelling. This will help inform specific SLM practices that will be followed in project site implementation. Ultimately,

#	Event	Cause	Impact(s)	Risk Category and Sub Category (*including Risk Appetite*)	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/ To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
								local capacities will be strengthened to integrate sustainable landscape approaches in agriculture, natural resource management and climate impact management. Risk Treatment Owner: PMU with assistance UNDP.
								Risk Treatment 7.2: … Risk Treatment Owner: …



Annex 7: Overview of Technical Consultancies/Subcontracts

Consultant	Time Input	Tasks, Inputs and Outputs
For Project Management		
Local / National contractual services - individuals		
Project Manager/Coordinator *Rate: $3300/month*	*12 months / over 7 years*	*The National Project Manager/coordinator will be ultimately responsible for the day to day running of the project which includes oversight of PMU personnel, that project activities are undertaken on time and on budget, and liaising with other ministries, agencies and provincial authorities. The NPC will be the primary point of contact for all elements of the projects and reports directly to the Director of the INBC and the Steering Committee. The NPC will also be the focal point of the project for the Global Coordination Project.* *The NPC will ultimately be responsible for ensuring that monitoring and evaluation are conducted appropriately, that UNDP safeguard policies are followed where appropriate, and that the gender action plan and the stakeholder engagement plan are adequately implemented.* *<u>Duties and Responsibilities</u>* • *Establishment of collaboration arrangements with potential partners and appropriate operational partnership arrangements.* • *Implementing business processes and follow up Standard Operating Procedures in Finance, Human Resources Management, Procurement, Logistical and ICT services.* • *Management of PMU team personnel, technical staff; and coordinate with local staff to ensure timely execution of all project activities in the provinces.* • *Monitoring and analysis of the operating environment, timely readjustment of the operations and risk assessment.* • *Review and update TOR for all project staff and be involved in recruitment process.* • *Organizing Steering Committee meetings and reporting directly to the SC on project activities and expenditures.* • *Developing an annual work plan and associated budget.* • *Compiling and submitting all reporting associated with the project including, inception report, quarterly reporting to UNDP, submission of Annual PIR, and Final Project report, amongst others.* • *In conjunction with UNDP ensure timely execution of Mid-term review and Terminal Evaluation.* • *Liaise with all external agencies including but not limited to other government agencies, provincial authorities and ministries, donor agencies, NGOs.* • *Ensure collaboration between UNDP, IUCN and all project stakeholders* • *Final responsibility for developing TORs, RFPs, and contracting consultants and companies.* • *Final responsibility for budget reporting and expenditure* *Qualifications:* • *15 or more years' experience in managing multi-faceted projects with multi-million-dollar budgets.*

Consultant	Time Input	Tasks, Inputs and Outputs
		• *Experience with restoration, conservation and land use planning is an asset.* • *Experience working with international organizations is important, and familiarity with UN systems, particularly the UNDP is an asset.* • *Strong organizational and managerial skills.* • *Strong writing and communication ability.* • *Familiarity with working with senior government* • *Portuguese and English are essential.* • *An MSc or higher in a relevant field is required.*
Administrator and Deputy Coordinator *Rate: $1675/month*	*12 months / over 7 years*	*<u>Duties and Responsibilities</u>* *The administrator and deputy coordinator will oversee administration of the Angolan ECP and support the National Coordinator in their duties. The Administrator will be responsible for coordinating meetings and liaising with various ministries, agencies, international organizations and NGOS. Additionally, he will be primarily responsible for procurement services and establishing effective communication channels during the implementation stage:* • *Ensuring full compliance of operations with UNDP rules, regulations and policies, incorporation of operational strategies.* • *Conducting and supervising procurement activities of equipment and services, establishing and maintaining a work program and schedule for ongoing and planned procurement.* • *Oversee administration of the project and be the point of contact for all external communication, including grievance mechanism.* • *Organizing Steering Committee meetings and preparing background material.* • *Assist development of annual work plan and associated budget.* • *Assist with compiling and submitting all reporting associated with the project including inception report, quarterly reporting to UNDP, submission of Annual PIR, and Final Project report, amongst others.* • *Coordinate workplans of the PMU staff.* • *Coordinate with Local Coordinators to ensure timely execution of all project activities in the provinces.* • *Liaise with all external agencies including but not limited to other government agencies, provincial authorities and ministries, donor agencies, NGOs.* • *Assist in developing TORs, RFPs, and contracting consultants and companies.* • *Assist preparation of budget reporting and expenditure.* • *Provide communication updates* • *Perform any other additional duties or tasks that fall within the purview of the role as directed.* *<u>Qualifications</u>:*

Consultant	Time Input	Tasks, Inputs and Outputs
		•*15 or more years' experience in managing multi-faceted projects with multi-million-dollar budgets.* •*Experience with restoration, conservation and land use planning is an asset.* •*Experience working with international organizations is important, and familiarity with UN systems, particularly the UNDP is an asset.* •*Strong organizational and managerial skills.* •*Strong writing and communication ability.* • *Familiarity with working with senior government* •*Portuguese and English are essential.* *An MSc or higher in a relevant field is required.*
Project Accountant/Finance Assistant/Finance officer *Rate: $2500/month*	*12 months / over 7 years*	*<u>Duties and Responsibilities</u>* *The Finance Manager is responsible for all financial transactions and payments, budgeting, tracking expenditure, and all financial due diligence (FDG) aligns with UNDP policies for the project.. The finance Manager will ensure the smooth running of operations of the financial aspects of the project. The Finance manager will report to the National Coordinator; Director of INBC, and UNDP CO* • *Conducting financial management for the PMU.* • *Planning and budgeting, management and financial accounting, reporting, auditing, internal controls, transactions, payments and information systems according with UNDP rules and regulations.* • *Proper management of project assets, facilities and logistical services, in full compliance with the accounting for the procurement, utilization and disposal. Developing proposed disbursement and funds-flow arrangements,* • *Conducting financial management risk rating and identifying and confirming measures for addressing identified deficiencies* • *Supporting the preparation and agreement of cost estimates, quarterly UNDP financial reports, forecasts and annual work plan budgets* • *Checking accuracy of field financial information.* • *Analytically review of the project expenses and cash position for the regional activities* • *Conducting financial evaluations (financial cost-benefit analyses)* • *Support the development of financial terms for agreements with partners* • *Contracting with local consultants; services; etc.*

Consultant	Time Input	Tasks, Inputs and Outputs
		• *Assist with financial audit, when necessary,* • *Perform any other additional duties or tasks that fall within the purview of the role as directed* • *Keep records of project funds and expenditures, and ensure all project-related financial documentation are well maintained and readily available when required by the Project Manager;* • *Review project expenditures and ensure that project funds are used in compliance with the Project Document and GoI financial rules and procedures;* • *Validate and certify FACE forms before submission to UNDP;* • *Provide necessary financial information as and when required for project management decisions;* • *Provide necessary financial information during project audit(s);* • *Review annual budgets and project expenditure reports, and notify the Project Manager if there are any discrepancies or issues;* • *Consolidate financial progress reports submitted by the responsible parties for implementation of project activities;* • *Liaise and follow up with the responsible parties for implementation of project activities in matters related to project funds and financial progress reports.* *<u>Qualifications</u>* • *At least 10-year experience in financial management, project accounting, including in financial due diligence (FDD)* • *A degree in accounting, finance, or a related field, and will have a recognized professional accountancy qualification*
For Technical Assistance		
Local / National contracting		
Sustainable Finance Specialist (SFS) (UN Volunteer) *Rate: $7500/month*	*12 months/yr. years 1-7*	*The Sustainable Finance Specialist (SFS) is a UN Volunteer position and will oversee and ensure the achievement of "readiness" for financial opportunities being promoted by the project and all aspects of Component 3.* *The primary role will be to engage and maintain collaboration with relevant ministries and government officials, particularly in the Ministry of Finance, donors and multi-lateral investment banks, relevant consultants and companies as needed, organisations such as BIOFIN and UNDP High Integrity Carbon Market Initiative. They will engage and oversee the work of the legal advisor and the international financial mechanisms consultant, and International Finance Safeguards specialist.* *The Sustainable Finance Specialist will work in close Work in close partnership with International Financial instrument consultant.* • *Assist in the creation of 4 community of Practices: Farmer, Logistics, Ecological, Carbon & Biodiversity.* • *Coordinate activities and tasks associated with 3.2,*

Consultant	Time Input	Tasks, Inputs and Outputs
		• *Oversight and responsible for developing the financial literacy tools under output 4.1.1 for SME agricultural sector (Farm CoP and Logistics CoP), including hiring company, NGO, consulting firm to finalize training materials and deliver main training events (activities 4.1.1.2 and 4.1.1.3)* • *Oversee the delivery of training workshops in conjunction with component 1 (promoting and training financial literacy includes 4 workshops in years 1, 2 and 3; for SLM Planning training 3 workshops /year in years 2 and 3) in Component 2 (workshops for training project implementation groups, NGOs, etc in conservation agriculture, including academic institutions) , and 3 (workshops for govt and private sector for finance tools; workshops for financial literacy and capacity building).* • *Ensure ECP scoped projects are tagged for Impact investment. (UN SDG, IFC Biodiversity, sustainability and green etc..) , NDC considerations and support National Action Plans under UNCCD, UNFCCC, and UNCBD.* • *Work with LCOP Program Coordinator utilizing the LCoP to identify, create business plans and fill in gaps in agriculture verticle value chain.* • *Work with FCoP Program Coordinator untilizing the FCoP to develop business plans to scale up and enhance conservation agriculture. Align FCoP verticle business plans with LCoP* • *Liase with senior Landscape Planning and Restoration Specialist with feasibility of potential carbon & biodiversity project (under 2.1.6).* • *Coordination to develop all funding mechanism and financial instrument reports and associated workshops. This includes introduction, communication and visits with relavent stakeholders. Co-author and take primary responsibility for "Angola Carbon & Biodiversity Credit Market, Roadmap to Readiness". Contribute to other reports and recommendations* o *"De-risking Investments in Nature Report", inclusive of financial safeguards and governance issues.* o *Sustainable Bond, carbon & biodiversity credit, Conservation trust fund proposals and recommendations.* • *Engage International Carbon specialist to conduct project scoping (and train Carbon & Biodiversity Credit CoP members for MRV).* • *Coordinated Legal Advisor expert on white paper and financial "readiness" review; primary liaison with MINFIN and Donors associated with potential fiancial funding opportunities. Assist in scoping projects and activities to fund.* • *Recruit and hire international expert to conduct training for ECO CoP and Carbon & Biodiversity CoP; Coordinate the creation of capacity development tools for EcoCOP and Carbon & Biodiversity CoP, and other stakeholders as relevant* • *and conduct feasibility study for carbon and/or biodiversity project (2.1.6)* • *Organise and lead peer to peer learning for Carbon & Biodiversity credit markets, and study tours.* • *Lead a trip to CC CoP for meetings on Carbon and Biodiversity credit markets.* • *Lead trip to Climate Bond Initiative annual meeting, green exchanges, ratings agencies, investments and select investors. Likely London. Supervise capacity development for Angolan government staff with Climate Bond Initiative* • *Perform any other additional duties or tasks that fall within the purview of the role as directed* *Qualifications*

Consultant	Time Input	Tasks, Inputs and Outputs
		•At least 10 years of experience working directly with high-level government officials/institutions/NGOs in Africa, and in policy analysis. *•At least 5 years advocating for, coordinating, and managing complex projects, involving multiple stakeholders. At a national level, provincial and ground level with public and private sector entities.* *•High executive skills in Strategic planning and success in implementation: deeply organized, goal driven, able to instruct and delegate, while taking responsibility for deliverables*
Technical Officer for Environmental and Social Safeguards *Rate: $2500/month*	*12 months/yr. years 1-7*	*Duties and Responsibilities* *The Technical Officer for Environmental and Social Safeguards will lead and monitor the implementation of UNDP SES policy by coordinating in-country support to all activities included in the ESMF. He/she will have special focus on the Gender Action Plan and Stakeholder Engagement Procedures* • *Lead the organization and actively participate in consultations with diverse stakeholders (government, NGOs, CSOs, private sector and development partners), to gather expert input and advice to implement stakeholder engagement among communities. Specifically, identify actions related to gender component.* • *Liaise and report to the International SES Specialist in the implementation of the ESMF and SES policies, particularly during SLM planning and implementation under component 2.* • *Advise the PMU and monitor and coordinate the SES compliance within the project, specially activities and companies involved in the SLM and planning.* • *Lead the processes for developing additional assessments and ensure the inclusion of SES policy in the contract of partners.* • *Ensure the quality of SES reports to be submitted for quality and public disclosure prior to the commencement of works and monitor their implementation.* • *Supervise work of the Local Gender Specialist and participate in awareness, mobilization and support campaigns for beneficiary communities to ensure gender component in all activities.* • *Provide the necessary elements to update the procurement plans.* • *Coordinate with the PMU the monitoring of SES safeguards and report results in quarterly and annual reports.* • *Ensure the Gender Action Plan is updated annually and approved by the Steering Committee and implement the plan (output 4.1.3)* • *Ensure the Stakeholder Engagement Plan is updated annually and approved by the Steering Committee and implement the plan (output 4.1.4)* • *Responsible for monitoring of gender specific indicators for reporting – PIR, amongst others.* • *Participate in the supervision and evaluation missions of the project, including field visits to the project areas.* • *Perform any other additional duties or tasks that fall within the purview of the role as directed* Qualifications • *MSc / MA Degree or higher in Environmental Studies or related field.* • *10 years or more experience in stakeholder engagement and community related development*

Consultant	Time Input	Tasks, Inputs and Outputs
		• *Knowledge of gender equity and mainstreaming, with experience at the community level.* • *Experience working with NGOs and Civil society* • *Experience working with international organizations, experience working with the UNDP is an asset.* • *Portuguese is essential, English is an asset*
Spatial Analyst GIS specialist *Rate: $2500/month*	*12 months/yr. years 1-7*	*<u>Duties and Responsibilities</u>* *The spatial Analyst GIS will be primarily responsible for integrating spatial analysis tools into the SLM Planning tool-kit; assisting with SLM Planning and implementation, developing and maintaining a monitoring tools to assess progress in achieving global environmental benefits Ing developing a link to report national designated contributions under UNCBD and UNCCD. The spatial analyst will work closely with the Local Senior Landscape Planning and Restoration Specialist on all aspects related to spatial analysis needs for the project* • *Develop modules for SLM Planning toolkit related to using spatial analysis for planning and decision making (Output 1.3.3)* • *Helping to create training packages for SLM Planning* • *Provide technical support oversight for the collection, cleaning and analysis of spatial data related to the SLM planning processes (under Component 2)* • *Technical supervision for the use of spatial analysis software (e.g. GIS, R, Python, other).* • *Development and maintenance a geodata base with mapping products and user-friendly web-based mapping tools in support of the SLM Planning.* • *Ensure that all spatial data utilized in the SLM Planning processes contain metadata consistent with national geospatial standards and requirements* • *Creating web-based data base and layering of national level data to integrate with global layers;* • *On-going maintenance and upgrading of the spatial tools, and ensuring that all data use can be open access;* • *Provide technical support to the identification and rationalization process for the selection of priority areas for SLM in the Project Site areas.* • *Develop template and process for SLM - restoration planning, including the use of spatial data. (GIS specialist and GCP). And incorporate process and method for gathering data points for use in sustainability assessment, carbon projects, etc. (act 1.3.2.1)* • *Spatial tool analysis development, including integration with UNBioLab, FAO-FREM, other potential platforms for assisting spatial date usage. Create a data base and layers for Angola (make open source for other users). Access and update with national level data (e.g. FAO data layers etc) (act 1.3.2.2)* • *Working with experts (Gender, Safeguards and M&E, landscape restoration specialists, amongst others) to develop additional modules for SLM Planning, including stakeholder engagement, ESMF module, social and environmental impacts, etc.*

Consultant	Time Input	Tasks, Inputs and Outputs
		• *Interface with Conservation International to and assist the Knowledge Management specialist to link with the Global Coordination Project information exchange platform.* • *Perform any other additional duties or tasks that fall within the purview of the role as directed* *Qualifications* • *MSc or higher in GIS-spatial Analysis; Geography; land use planning; or relevant field.* • *7 years' experience using GIS and spatial imagery, developing and using layers, integrating data points etc.* • *Portuguese is essential, and English at a conversational level is necessary* • *Ability to work in a group with international people* • *Good personal skills and ability to think creatively.* • *Experience working with resource projects is an asset*
Community of Practice Coordinator and Knowledge management expert *Rate: $2500/month*	*12 months/yr. years 1-7*	*Duties and Responsibilities* *The Community of Practice Coordinator & Knowledge Management expert will be i) responsible for oversight of the Community of Practice Managers and helping to coordinate the development of training tools and training for the CoPs ii) primarily responsible for oversight and coordination of the building the knowledge platform for use in SLM planning (including access to spatial analysis tools and GIS, integrating other modules such as gender empowerment, Social and Environmental Assessment, Scoping and Planning modules and any other modules which have been developed for use in the SLM Planning) and learning and knowledge products for the project. iii) The Knowledge Management expert will also be primarily responsible for communication related to the project such as the release of press-releases, quarterly blog/newsletter, and generally building up the web-site traffic using social media etc.* • *Help hire and oversee the work of 4 CoP managers* • *Develop a communications strategy to build up traffic to website/ knowledge Platform. The communicate restoration needs to ensure key government people are updated on the progress of the project. Should include social media access as well we web-site access etc* • *Create quarterly blogs/newsletters* • *Build web-site knowledge platform in collaboration with Conservation International Global Coord Project, including hiring a local web-site developer to create knowledge platform and provide training (act 4.2.1.1)* • *Integrate data and results of project on to knowledge platform (act 4.2.1.2)* • *Oversee the creation of a "data rider" or agreement to ensure open access to information on the knowledge-platform to the full extent possible.* • *Link the knowledge platform and SLM Planning with Restoration/conservation Community of Practice; build capacity and use of knowledge platform. Expand use to provincial level and municipal level (act 4.2.1.3) Interface with Conservation International to develop a Knowledge Platform for Angola and link with the Global Coordination Project information exchange platform.* • *Helping to create training packages for SLM Planning, and ensure they are web-accessible (laise with Senior Landscape Restoration Specialist and GIS Analyst)*

Consultant	Time Input	Tasks, Inputs and Outputs
		• *Working with experts (Gender, Safeguards and M&E, landscape restoration specialists, amongst others) to incorporate additional modules for SLM Planning, including stakeholder engagement, ESMF module, social and environmental impact assessment, etc.* • *Help coordinate the development of knowledge tools for improving financial literacy (including placing them on the web)* • *Provide oversight and coordination (including reporting and budgeting) of training conducted under 4.1.1 for CoPs and under the implementation of SLM plans in Component 2, including, but not limited to hiring consultants and facilitators, organising the training sessions, ensuring reports are written on the website.* • *Perform any other additional duties or tasks that fall within the purview of the role as directed* *Qualifications* • *Degree relevant to field of communication, knowledge management, or social sciences* • *5-year experience working with social science knowledge management projects at the field level* • *Experience in management and coordination is beneficial* • *Portuguese is essential* • *Good personal skills and ability to think creatively.* • *Communication is essential.* • *Respectful of cultural and social diversity, particularly relevant when working with the local communities.* • *Experience working with NGOs is an asset* • *Experience working with UNDP is an asset*
Local Coordinator and SLM Planner (2) *Rate: $6500/month*	*12 months/ year* *1-7 months*	*Duties and Responsibilities* *The Local Coordinator and SLM Planner will be responsible for the overall coordination and execution of the project at the Project Site level. In particular, the Local Coordinator will work closely with the Technical Officer for SE Safeguards, Gender and Monitoring and the Sr Landscape Planner and Restoration specialist. One Local coordinator will be located in Huambo City to cover Huambo-Bié; and one in Luena for Moxico province. They will be the primary point of contact and liaise with Provincial, municipal and local authorities, as well as supervising the responsible parties contracted to conduct any monitoring or studies, SLM planning, and plan implementation.* • *Coordinating SLM Planning and implementation in close coordination with the Local Sr Landscape Planner and Restoration specialist* • *Address any Administrative issues related to the Huambo/Bié office or Luena office.* • *Collaborate with Local Tech officer in the implementation and monitoring of environmental and social safeguards and gender component according to SES policy. ,* • *Collaborate with Local landscape Planner/Restoration Specialist to identify any specific studies that are needed for the SLM Plan. In collaboration with PMU –Luanda, the International Landscape Planner and restoration specialist and Local Landscape planner/Restoration specialist, develop and issue RFPs for various tasks related to SLM planning and implementation.*

Consultant	Time Input	Tasks, Inputs and Outputs
		• *Managing contractual services of NGO's or companies to conduct SLM planning and plan implementation* • *Hiring consultants / companies where needed to conduct studies, planning, stakeholder engagement.* • *Work with academia to identify success indicators and oversee monitoring (act 1.3.2.3). Working with academia to help develop research and assistance within the project, including but not limited to, socio-economic analysis, spatial analysis, silviculture, monitoring indicators, amongst others.* • *Perform any other additional duties or tasks that fall within the purview of the role as directed* *Qualifications* • *MSc or higher in relevant field of ecosystem restoration, resource management, etc.* • *7 years' experience working with resource management projects at the field level* • *5 experiences in management and coordination.* • *Portuguese is essential* • *Good personal skills and ability to think creatively.* • *Respectful of cultural and social diversity, particularly relevant when working with the local communities.* • *Experience working with NGOs is needed* • *Experience working with UNDP is an asset*
Local Landscape Planner and Restoration Specialist *Rate: $7700/month*	*54 months over years 1-7*	*Duties and Responsibilities* *Local Landscape Planner and Restoration Specialist will be the primary technical expert involved in overseeing the SLM planning and plan implementation for restoration and conservation in the project sites. She/he will be responsible for ensuring that best practices are integrated into the planning tools and achieved during plan implementation. The Landscape Planner and Restoration Specialist will assist in policy development surrounding community-based resource management of land and forests, and guidelines associated with grassland burning and management of peatlands* • *Assist with development of White Paper review of cooperative/association creation at Provincial level and recommendations for improving community-based management of land and forests.* • *Provide ongoing support to the development of Guidelines and testing of guidelines for grass land burning and peatland management.* • *Responsible of developing and promoting guidelines at the Provincial and national level* • *Assist application of the CI-WRI Diagnostic Tool in the Angola context.* • *Assist production of Assessment Brief of enabling conditions based on the findings of the CI-WRI tool.* • *Facilitate and lead workshop on Assessment Brief findings and recommendations.* • *Inform modules needed for SLM Planning Toolkit (1.3.3.1);* • *Liaise and coordinate work of Int Landscape Planning and Restoration Specialist.* • *Facilitate and lead the creation of a Community of Practice on Ecosystem Restoration throughout the project* • *Coordinate hiring and coordinating activities of contractual services company (possibly CI) to assist development of spatial analysis tools, and set up datapoint gathering systems to be integrated into the planning phase for PES projects*

Consultant	Time Input	Tasks, Inputs and Outputs
		• *Implement Feasibility A to create a priority pipeline of biodiversity & carbon projects (task 3.2.2-5) - Assist with developing PES project under component 3.2 (3.2.2) - work with international bio-carbon PES credit specialist to facilitate and participate in Feasibility studies A and B, organise and coordinated local technicians to help conduct data point gathering and monitoring for PES credit project (* • *Coordinate hiring and activities of academic institutions to help develop on the ground indicators for measuring improvements, such as soil carbon, canopy cover, species distribution, etc. (1.3.2) Develop and implement monitoring program. Participate in SLM Planning,* • *Oversight of SLM Planning during planning phase of component 2 in all project sites.* • *Assist the Local Coordinator to develop TOR and RFP for SLM Planning and plan implementation under component 2* <u>*Qualifications*</u> • *MSc or higher in relevant field of ecosystem restoration, land planning, resource management, etc.* • *15 years' experience working with resource management projects at the field level* • *10 experiences in management and coordination.* • *Experience planning and developing restoration projects is essential* • *Portuguese is essential* • *Good personal skills and ability to think creatively.* • *Respectful of cultural and social diversity, particularly relevant when working with the local communities.* • *Experience working with NGOs is needed* • *Experience working with UNDP is an asset*
4 Community of Practice Managers for *i) Farm CoP;* *ii) Logistics CoP;* *iii) ECO CoP and* *iv) Carbon & Biodiversity CoP* *Rate: 2200/month*	*12 months/ year* *2-7 months*	<u>*Duties and Responsibilities*</u> *Community of Practice Manager is responsible for setting up the communities of practice related to small and medium farmers, small and medium non-farming agricultural businesses, and financial microcredit financial institutions in the province of Moxico in relation to promoting agricultural value chain activities. The communities are practice will be developed for education and training purposes under component 4* • *Finalize locations, prepare CoP workspace. Offer solutions to childcare, meal and logistical issues, which may be a barrier to attendance. Create CoP business plan and budget. Request funds Create knowledge tools and design community, networking activities Market and communication of CoP. Register memberships, community activity and course participants.* • *Set up CoP to be knowledge centres, maintaining a library of policy, technical, educational documents including financial toolkits, business plans and government policies. Identify areas in common with another CoP.* • *Share resources including trainers (4.1.1). Maintain and facilitated, coordinate COPs including Assisting delivery education courses and community networking activities under 4.1.1. Feedback gathered, reports created and sent to PMU in addition to SPV, ABC and ACTF management.*

Consultant	Time Input	Tasks, Inputs and Outputs
		• *Scope projects to fund, price the cost of replication and scaling for sustainable bond funding Prepare the CoP readiness, to receive funding from the 3 financial mechanisms: Outreach to CoP stakeholders and community, to identify gaps in vertical value chain.* • *Create investment packages so gaps can be filled. Packages to be inclusive of business plan, funding and client segment. Connected to outreach in 4.1.1- funded through Sustainable Bond* *Qualifications* • *BSc in relevant field of Agrarian studies, farm business, management, community development, amongst others* • *5 years' experience working with management projects at the field level* • *3-year experiences in management and coordination.* • *Portuguese is essential* • *Good personal skills and ability to think creatively.* • *Respectful of cultural and social diversity, particularly relevant when working with the local communities.* • *Experience working with NGOs is an asset* • *Experience working with UNDP is an asset*
Local Gender Expert *Rate: $6,500/month*	*14 months over years 1-4*	*Duties and Responsibilities* *Local Gender Expert will be responsible for ensuring that gender considerations are incorporated into the Gender Action Plan in alignment with UNDP SES policy and build capacity of the Technical Officer for SE Safeguards, Gender and Monitoring* • *Update and finalize the Gender Action Plan and budget including baseline, indicators and targets, responsible institution and timeline for implementation.* • *Support the work of the national and International SES specialists by providing inputs of activities and indicators.* • *Present GAP to Steering Committee* • *Capacity building for the PMU and counterparts in , Gender and Monitoring on the effective implementation of Gender Action Plan* • *Propose gender related project indicators and targets to be included in the logic framework of the project, based on gender-responsible stakeholder consultation analysis and interviews.* • *Ensure that a Gender Module is developed for the SLM Took-kit that promotes gender empowerment.* • *Participate in initial SLM planning stage of Comp 2. Organize and collate information based on field visits about the performance of gender indicators and report these quarterly and annually.* • *Coordinate with the PMU to perform any other additional duties or tasks that fall within the purview of the role as directed* *Qualifications* • *MSc or higher in relevant field of gender development and empowerment, etc.* • *10 years' experience working with gender in development projects at the field level* • *5 experiences in management and coordination.* • *English is an asset*

Consultant	Time Input	Tasks, Inputs and Outputs
		• *Angolan expericence is essential; experience outside Angola is an asset* • *Good personal skills and ability to think creatively.* • *Respectful of cultural and social diversity, particularly relevant when working with the local communities.* • *Experience working with NGOs is needed* • *Experience working with UNDP is an asset* .
National (Local) Legal Advisory Expert *Rate: $10,000/month*	*14 months over years 1-4*	*<u>Duties and Responsibilities</u>* *Local Legal Advisory will provide reviews of Angolan legal and institutional frameworks as they relate to land tenure and promotion of community-based resource management; and to assess 'readiness" and identify gaps in the legal and institutional mechanisms associated with financial mechanisms associated with development of potential Sustainable or Green Bond, setting up of Special Purpose Vehicles for international financing, and carbon and biodiversity credit markets,* • *Review and assess national law on cooperatives and associations in relation to gaining community tenure and greater governance of lands and forests and the possibility of developing Provincial level approval for creating cooperatives.* • *Assess the process of developing community land conservancies.* • *Develop White Paper policy recommendations on ways to promote community-based management of land and forests. Promote and communicate findings.* • *Work with MINFIN for review of current Angolan shelf bond prospectus and legal framework needs for developing a carbon and biodiversity project in Angola. The review will detail any necessary changes to the legal framework which may be required to apply potential financial instruments. This includes assessing benefit-sharing systems and what may be needed to ensure equitable sharing of benefits between the community, government and potential credit project developers.* • *Help develop and attend a workshop on "de-risking" investment in Angola in the nature sector.* • *Advise and participate in study tours and peer to peer learning for government officials on carbon (and potentially biodiversity) credit projects.* • *Collaborate with the International finance Consultant, UNDP's BIOFIN group, with UNDP's High-integrity Carbon Market Initiative.* • *The product will be a White paper on key needs with key recommendations for implementing financial instruments and is to be completed by year 1 early year2* • *Attend and support a national workshop on building a roadmap for readiness for carbon and biodiversity credit projects* *Continue to support the promotions of international financial instruments through years 2-4. Attend meetings, prepare briefing notes, liaise with MINFIN and others as required.* *<u>Qualifications</u>* • *LLB or higher in relevant field of financial law, commercial law, etc.*

Consultant	Time Input	Tasks, Inputs and Outputs
		• *7-10-year experience working with international financial management in Angola* • *Portuguese is essential* • *Good personal skills and ability to think creatively.* • *Respectful of cultural and social diversity, particularly relevant when working with the local communities.* • *Experience working with NGOs is an asset* • *Experience working with UNDP is an asset*
International Positions		
International Landscape Planner and Restoration Specialist *Rate: $14,000/month*	*14 months over years 1-7*	<u>Duties and Responsibilities</u> *International Landscape Planner and Restoration Specialist supply overall support and backstopping with regard to SLM planning and implementation, in particular restoration activities in the project sites. Additionally, they will help develop best practices for restoration activities to be Incorporated in the SLM planning tool kit modules* • *Primarily responsible for application of the CI-WRI diagnostic tool.* • *Produce and Assessment Brief of enabling conditions based on the findings of the CI-WRI tool,* • *bring experience and best practices to bear on "enabling environments" and best practices for SLM and restoration.* • *assist in writing and preparing an assessment brief on challenges and changes needed to the Angolan enabling environment to promote SLM and restoration.* • *Create an awareness building - training package for applying SLM planning; focussing on choosing and highlighting restoration areas; including spatial tools for incorporation in 1.3.3; (Activity 1.3.2.2) Assist in the integration of spatial planning tools in the SLM Planning (1.3.2 and 1.3.3)* • *Help create a data base – or access to other national or international data bases with spatial imagery that is focused on Angola (i.e. FAO) (act 1.3.2.2)* • *Assist in developing a process and methodology to gather data points for use in carbon projects (or other PES projects, or measuring success of SLM) (activity 1.3.2.1* • *Develop key list of on the ground indicators to be used for measuring progress in SLM and restoration project using best practices (Activity 1.3.2.3)* • *C to participate and provide oversight and advice for SLM Planning and implementation, including spatial analysis and monitoring needs (under component 2)* • *Develop a Brief on best practices for restoration and conservation agriculture for Angola to be considered as options under the SLM Planning phase and Facilitate incorporation of best practices into SLM planning (comp 2),* • *Assist development of TORs for consulting companies for SLM Planning and implementation* • *Conduct specific surveys under component 2, including initial mapping for biodiversity or carbon projects under 2.1.3 and 2.1.4* <u>Qualifications</u> • PhD in relevant field of ecosystem restoration, resource management, etc.

Consultant	Time Input	Tasks, Inputs and Outputs
		• 15-year experience working with resource management projects at the field level • 7-year experience in management and coordination. • English is essential • Portuguese is essential • Good personal skills and ability to think creatively. • Respectful of cultural and social diversity, particularly relevant when working with the local communities. • Experience working with NGOs is an asset • Experience working with UNDP is an asset. ;
International Capacity Building Specialist (IPSA) *Rate: $20,800/month*	*26 months over years 1-3*	*<u>Duties and Responsibilities</u>* *Capacity Building specialist will strengthen the capacity of the Institute for Biodiversity and Conservation (Ministry of Environment) and the Project Management Unit (PMU) of the ECP Project, potentially other stakeholders in multiple areas and provide strategic guidance and high level technical support for the effective implementation of the GEF-8 project. The Capacity Building specialist will be expected to introduce international best practices to improve the administrative capacities of the IP in project management, project implementation and the Project Management Unit (PMU),* • *Build the capacity of key government implementing partners in project, natural resource management, restoration and SLM:* • *Identify key capacity building needs in terms of project management, administration, governance and natural resource management of INBC and key partners,* • *Develop a workplan outlining the way forward for strengthening administrative capacity of the IP and PMU in project management to be achieved by year 3.* • *Provide capacity building to improve the financial management, procurement and monitoring capacity of the implementing partner and PMU* • *Provide capacity building and hands-on training in communication and outreach for PMU members, INBC and key partners.* • *Provide technical assistance and advice to partners/stakeholders as needed.* • *Provide technical supervision and expertise to ensure effective implementation of the project* • *Provide ongoing guidance to key government counterparts, staff and non-government project partners in the areas of governance, project implementation, and land restoration and SLM practices* • *Provide oversight and technical input and quality assurance of consultants' work for effective and efficient project implementation and assist in conducting technical meetings between experts and project partners as required.* • *Support the National Project Manager in the preparation and scope of methodologies for analyses, studies, surveys, field visits, trainings, workshops, technical events, study visits, written and visual materials, etc.* • *Prepare ad hoc reports, briefs and/or presentations on technical issues as requested by the implementing partner and/or UNDP.*

Consultant	Time Input	Tasks, Inputs and Outputs
		• *Provide technical support to the preparation and organization of project management meetings, including Steering Committee meetings, by presenting project progress to participants in collaboration with project experts.* • *Support the Knowledge management specialist and ensure that knowledge management and learning activities are well aligned with the technical implementation of all project components.* • *Support the National Project Manager in the assessment of project risks (existing and upcoming), implementation and monitoring of all risk mitigation measures.* • *Monitor the provisions and implementation of the Environmental and Social Safeguard Policy and other tools of the Environmental and Social Management Framework in collaboration with the International SE Safeguards specialist and the Technical Officer for SE Safeguards, Gender and Monitoring.* • *Support Local Coordinator/Planner to oversee implementation of SLM Planning and plan implementation under Component 2. including any technical elements related to restoration designs and on-the-ground techniques.* • *Support international coordination and exchange, with the GCP project* • *Ensure collaboration between UNDP, IUCN and all project stakeholders.* • *Provide guidance and support for effective project implementation* • *Provide strategic guidance into the technical, financial aspects of the project to ensure that activities are in line with the project document.* • *Provide strategic inputs into the development of annual workplans and budgeting, monitoring and evaluation reports and identification of solutions to get the project back on track as needed* • *Identify and pursue resource mobilization opportunities for approaches that are complementary to the project and can capitalize on the results achieved.* • *Provide timely advice to the PMU and key project stakeholders on any major issues related to environmental and social safeguards.* • *Provide advice on environmental and social impact assessments, environmental and social management plan, indigenous peoples plan, free, prior, and informed consent, and other requirements for project implementation, as needed.* • *Provide advice and support on the Gender Action Plan and other gender mainstreaming activities in collaboration with the Local Gender Specialist* • *Help develop and ensure the implementation of an effective knowledge management strategy and project implementation that promotes learning* • *Identify, analyse, and communicate lessons learned that may be useful in the design and implementation of the project.* • *Assist the Knowledge Management specialist to create the Knowledge Management Platform and assist dissemination of project information and learning tools.* • *Share knowledge about the project and its achievements, promote the identification and synthesis of best practices and lessons learned from project implementation for organizational sharing and learning.*

Consultant	Time Input	Tasks, Inputs and Outputs
		• *Promote a culture of knowledge sharing and learning.* • *Produce documents on lessons learned and best practices and contribute to knowledge-based tools.* • *Contribute to UNDP's analytical work and ensure high quality knowledge products* *Qualifications* • *PhD or equivalent qualification in relevant field of Natural Resource Management; climate change; etc* • *15-year experience working with development projects, including UNDP projects at the field level* • *Familiarity with UNDP SES policies,* • *Experience with conducting stakeholder engagement* • *Portuguese is highly recommended* • *Good personal skills and ability to think creatively.* • *Respectful of cultural and social diversity, particularly relevant when working with the local communities.*
International SES Safeguard Specialist *Rate: $14,000/month*	*14 months over years 1-7*	*Duties and Responsibilities* *International SE Safeguard Specialist will provide general oversight to ensure that UNDP SES policy is adequately implemented. This will include capacity development for local staff, ensuring that SES policy requirements are incorporated into any SLM planning modules, and planning activities. It will also include conducting specific, social and environmental impact assessments, LAP and Process Framework associated with planning and feasibility studies for PSE projects* • *Provide capacity building and training for the Local Tech Officer for SE Safeguards, Gender and Monitoring. Coordinate further trainings in SES safeguards for the local teams including execution partners.* • *Develop training elements and modules focussed on multi-stakeholder processes for integration into SLM Planning Toolkit 1.3.3.; include relevant modules on gender empowerment; UNDP Social and Environmental Safeguards; include module for UNDP ESFM. Done in consultation with GCP; Local Gender Expert and other relevant organization (for example NGOs such as Common Land or ADPP)* • *Prepare at least five ESIAs, with a particular focus on the social and environmental risks under the restoration and social workstream, including due consultations and ESMPto be done in conjunction with outputs 2.1.1-2.1.6; and for detailed feasibility B study associated with PES project development (output 3.2.2).* • *Preparation of Process Framework and LAP in case of risk of economic displacement associated with SLM activities under component 2. These assessments will be conducted alongside the preparation of ESIAs conducted in component 2 for outputs 2.1.1-2.1.5.* • *Setup a system to oversight and supervise SES compliance, coordinating meetings with PMU and the rest of stakeholders involved in the project along with mission to project areas* *Qualifications* • *MSc or higher in relevant field of Social and Environmental Safeguards* • *7-10-year experience working with SES projects at the field level* • *Familiarity with UNDP SES policies, or another UN agency SES policy is required* • *Experience with conducting stakeholder engagement*

Consultant	Time Input	Tasks, Inputs and Outputs
		• *Experience with Gender Action Plans and gender empowerment* • *English and Portuguese is highly recommendedexperience as working language.* • *Good personal skills and ability to think creatively.* • *Respectful of cultural and social diversity, particularly relevant when working with the local communities*
International Financial Instrument Consultant *Rate: $20,000/month*	*17.5 months over years 1-7*	*<u>Duties and Responsibilities</u>* *The International Financial Instrument consultant will be an integrated landscape finance or regenerative finance specialist with a commitment to equitable payout for stakeholders.* *This project has the ambition to lay the foundations to develop finanical mechanisms and build investment instruments which bring large scale external instutional investments into Angola, to fund conservation and restoration in the continuum. Thus, it is a requirement that the Consultant has been a buy-side investor, with deep experience both the public and private market new issuance markets, who can develop both mechanisms and investment instruments from the ground up.. Preferred background in Global Emerging Market Sovereigns and Quasi-sovereign bond investments and the Primary Markets. Further, an experience with Carbon and/or Biodiversity markets, and conservation trust funds is required. Africa experience is an asset.* *Given ECP's investigative scope to reduce risk for investment into Angola into nature finance, the Consultant needs to have extensive understanding of funding mechanisms, financial instruments, types of extraordinary assistance from multilateral and bi-lateral agencies, special purpose vehicle structures and their impact on new issue pricing and investor interest.* *The International Financial instrument consultant should be able to explain sustainable finance and its application during their career. Must show interest in Nature Finance, curiosity, agile ability to self-learn and the ability to write concise reports and communicate clearly to a wide range of stakeholders.* • *Author and primary responsibility for: "Derisking Angolan Investments in Nature" (with Workshop) report outlining:* ○ *Outreach to Investors and Rating Agencies to quantify Angolan investment risks* ○ *Increasing investor confidence in Angolan Investments, examples and impact on pricing included.* ▪ *Extra-ordinary engagement from multilateral and Bilateral lending institutions* ▪ *Special Purpose Vehicles (SPV) as an international registered safeguard mechanism* ▪ *Governance structures* ○ *Impact investment criteria for field projects, inclusive of UN SDG, Climate Bond Initiative, IFC Biodiversity Taxonomy, NDC and NP considerations,* ○ *Structure for a Sustainability Bond structure proposed.* • *Co-Author State of Angolan Carbon & Biodiversity Credit Market and a Roadmap to Readiness (with workshop), focusing on institutional and regulatory needs.*

Consultant	Time Input	Tasks, Inputs and Outputs
		○ *Log current and planned carbon and biodiversity projects in Angola, with stakeholders.* ○ *Surface regulatory, procedural and institutional gaps. Propose solutions.* • *Primary responsibility for proposal for an entity to safeguard Carbon & Biodiversity credit creation (with workshop), focusing on project development and pricing for equitable distribution.* ○ *Identify areas of distortion with a focus on pricing and payout asymmetries.* ○ *Recommendations to enhance transparency, cash safeguards and towards equitable distribution for stakeholders.* • *Primary responsibility for review of TNC and MINAMB-UNDP GEF GBFF Conservation Trust Fund Initiative in Angola, to ensure restoration and ECP conservation activities can also be included, and the respective endowments can sustain funding into ECP activities. Develop recommendations.* • *Workshop with MINFIN and appropriate stakeholders to review recommendations for:* ○ *A Sustainability Bond* ○ *An entity to safeguard Carbon & Biodiversity credit creation, governance and benefit sharing* ○ *A Conservation Trust Fund* • *Connect into Carbon and Biodiversity CoP and ECO CoP, as technical assistance, to update capacity development needed, regulatory structure being designed and impact tagging requirements.* • *Oversee work of International Carbon Consultants and the feasibility study of a carbon project.* *<u>Qualifications</u>* • *Minimum of 5 years demonstrated relevant professional experience in sustainable financing for biodiversity, conservation, landscape restoration and Integrated Landscape Management (ILM), with relevant experience in developing and implementing financing strategies for community livelihoods in Africa. Carbon and/or biodiversity credit markets an asset;* • *Minimum 10 years of buy-side emerging market fixed income buy-side new issuance experience. Ability to articulate new issue pricing and familiarity with Sovereigns and quasi-sovereign structures.* • *Minimum 10 years of working directly with high-level government officials/institutions/NGOs in Africa or elsewhere. High comfort level in dealing with MINFIN, MINAMB and INBC.* • *Must qualify, show commitment to equitable distribution for the local community and other domestic stakeholders.* • *Willingness to create technical spreadsheets and solutions to assist other team members.* • *Ability to navigate, build relationships and engage with the relevant economic, social, financial and policy stakeholders in the context of moving the GEF-8 project forward.* • *Excellent in communicating complex topics well. Comfortable presenting to Investors, negotiating pricing and training governing committees on the basics of modem portfolio theory* • *Experience as a Trustee and certification as a Public Sector trustee is a bonus*

Consultant	Time Input	Tasks, Inputs and Outputs
The International Financial Safeguard specialist *$14,000/month*	*3 months over years 2-3*	*<u>Duties and Responsibilities</u>* *The International Financial Safeguard specialist will be primarily responsible for ensuring that recommendations and steps to be taken under component 3 of the project are conducted with SES financial policies in mind. Specifically:* • *The International Financial Safeguard specialist will prepare 1 SESA, with a particular focus on social and environmental impacts from upstream activities that maybe associated with carbon and/or biodiversity credit projects, or potential finance instruments.* • *Conducting a review of financial flow procedures between ministries in Angola* • *Assist in developing the "de-risking investment in nature" report, supporting the national workshop* • *Assist in preparing the "State of Angolan Carbon & Biodiversity Credit Market and a Roadmap to Readiness"; support a national workshop on Carbon & Biodiversity readiness.* *<u>Qualifications</u>* • *MBA or higher in relevant field of 7-10-year experience working with financial safeguards, at the field level* • *Familiarity with UNDP SES policies, or another UN agency SES policy is required* • *Experience with conducting stakeholder engagement* • *Portuguese is highly recommended* • *Good personal skills and ability to think creatively.* • *Respectful of cultural and social diversity, particularly relevant when working with the local communities.*

Annex 8: Stakeholder Engagement Plan

1 Intervention Strategy

The successful implementation of the Project (ECP) relies on active engagement with diverse stakeholders, each playing a vital role and receiving specific benefits from the project's objectives. As illustrated from the extensive engagement conducted during the PPG phase, continued engagement is needed during project implementation to ensure communication and collaboration is maximized.

The activities of the stakeholder action plan are to engage stakeholders at different levels to catalyse and stimulate improved sustainable land management for ecosystem protection and restoration in the extended central plateau of Angola. This requires alterations of policies at the national level, such as facilitating and expediting the creation of cooperative and associations with control over land and forest resources; developing guidelines and policies around grassland burning, and sustainable use of peatlands; and potential updates to legal frameworks to allow for large scale sustainable financial mechanisms envisaged under this project. Provincial level government will be involved in planning and scoping activities under Component 2, and through the promotion of guidelines for grassland burning and stainable use of peatlands. Key government stakeholders will include those targeted as partners in implementation of several project under Component 2, for example the Institute of Agricultural Development (IDA) in MINAGRIF in implementing conservation agriculture in Lungue-Bungo (Zambezi Basin); GABHIC in riparian restoration in the Upper Cubango; and MINAMB/INBC in land management in Cameia. The project envisions significant stakeholder engagement at the community level during SLM planning and implementation of activities under component 2. The project will engage with academia to assist the development of planning tools, and indicators for monitoring under Component 1, and accompany SLM planning and delivery under component 2. Private sector stakeholders will be engaged primarily as collaborative partners, for example in improved agricultural value chain along the Lobito Corridor which can include both local agribusiness as well as international interests, but also as funding partners as the project progresses. Civil society organisations will play an essential role, not only as stakeholder unto themselves, but as vehicles for ensuring that local level community engagement is conducted in a culturally sensitive and appropriate way, including elements of gender empowerment. Donors and international NGOs will be targeted as key stakeholders and partners in the project. Building upon existing initiatives, for instance from National Geographic Okavango Wild Project (NGOWP); FAO's Hand in Hand initiative to enhance sustainable agriculture and through the IDA's Farm Field Schools; and the World Bank's MOSAP 3 initiatives (Please see *Relationships with ongoing initiatives* in the ProDoc).

Specifically from a gender perspective, engagement will aim to include and ensure that women participate in programmes and activities; increase women's well-being through ecosystem restoration; augment access to resources in an equitable manner: food, food security, paid work, healthcare, among others; empower women through work on strategic decision-making skills during SLM planning; and put these strategic decisions into action.

Therefore, issues related to potential access strategies are considered: Inviting women as participants; reducing barriers to participation; implementing a quota system for participation and engagement in events; addressing gender needs, preferences, and restrictions, to ensure that women benefit equitably from the project activities.

Regulations and requirements

The national document most relevant for the development of SEP in Angola is the Executive Decree 87/12 of 24 February Regulations for Public Consultation for projects subjected to an EIA process. The objective of the regulation is to ensure that project information is released to the public consultations are undertaken in public sessions. These consultations are mainly linked to the ESIA process. The project's proponent is responsible for all costs associated with the public consultation.

On the other hand, UNDP stakeholder engagement is based on the principle of "leave no one behind" of the SES policy, ensuring that stakeholder engagement enhances project acceptance and ownership and strengthens the social and environmental sustainability and benefits of supported interventions.

UNDP uses the following concepts and definitions for SEP process:

Stakeholders: Stakeholders are persons, groups, or institutions with an interest in the project or the ability to influence the project outcomes, either positively or negatively. Stakeholders may be directly or indirectly affected by the project. The range of potential stakeholders is diverse and may include target beneficiary groups, locally affected communities or individuals, national and local government authorities, civil society actors, including non-governmental organizations (NGOs) (both domestic and at times international), indigenous peoples, politicians, religious leaders, the academic community, private sector

entities, workers organizations, UN agencies and donors, and other special interest groups. Importantly, stakeholders may include groups opposed to proposed interventions. The “stake” that each of these different groups has in the project will vary.

Stakeholder engagement: Ongoing process seeking to consult and involve beneficiaries and interested parties in decision-making processes. It may involve the following elements:

- Stakeholder analysis and planning
- Disclosure and dissemination of information
- Consultation and meaningful participation
- Dispute resolution and grievance redress
- Stakeholder involvement in monitoring and evaluation
- Ongoing reporting to affected communities and other stakeholders

Stakeholder analysis: Stakeholder analysis involves identifying key project stakeholders, understanding their interests and influence on the project’s outcomes and recognizing potential conflicts and alliances among them. This analysis forms the basis for planning stakeholder engagement throughout the project.

Vulnerable group: Disadvantaged or vulnerable groups refer to those who may be more likely to be adversely affected by the project impacts and/or more limited than other in their ability to take advantage of project’s benefits. Such individual or group is also more likely to be excluded from or unable to participate fully in the mainstream consultation progress and as such may require specific measure and/or assistances to do so.

2. Risks and opportunities in terms of time and work

Given their different roles, responsibilities, access and resources control, the costs and benefits of land recovery are likely to be different for women and men. Failure to consider gender dimensions in the design and dissemination of recovery practices can affect their acceptance and risks perpetuating existing inequalities.

Efforts to restore degraded farming land are often intensive in terms of knowledge and labour. They can increase women's already overburdened workload and reduce the time available for other economic and non-economic activities. Gender dynamics within a household – the relationships between men and women that influence the division of labour, use, control, and ownership of household resources – can limit women's participation in decisions about the use of technology and access to the benefits of its use.

The project can include over 1,000 farmers (60% will be women – based on the percentage of women in agriculture) to use various land recovery options under SLM planning and implementation By monitoring the performance of these planned comparisons, the project will identify the best recovery options that work better, where, why and for whom. This will be done using a mixed methods approach, considering the gender-differentiated impacts, risks and opportunities they present for promoting gender equality.

3. Stakeholders’ analysis

This project aims to improve partnerships within the government, promoting project partnerships, mainly among the Ministry of the Environment, Ministry of Finance, Ministry of Agriculture and Forests, Ministry of Energy and Water, Ministry of Family and Women’s Promotion, National Directorates and Provincial Offices of relevant sectors, the Municipal Council for Community Consultation, the Municipal Council for Social Concertation, the Municipal Council for Community Surveillance, the Residents' Committee, NGOs and Faith-based Organizations. Thus, there will be transversal activities in the axes of intervention (conducting research, conferences, training and capacity building).

Interested stakeholders:

(a) **Public Sector:** Engagement with the Ministry of Environment, Ministry of Finance, Ministry of Agriculture and Forests, Ministry of Energy and Water, Ministry of Family and Women’s Promotion, Provincial Government/Municipal Administration,

National Directorates and Provincial Offices of relevant sectors, through the community services, social action, health, education, Forestry Development Institute (IDF) and Agriculture Development Institute (IDA) that have responsibility for implementation. Therefore, dialogue will be important to create bridges and establish goals depending on the possibilities and resources available.

(b) **Private Sector:** Private companies with emphasis on agribusiness, agriculture and industry, to establish partnerships and purchase produce from communities. The banking sector and microcredit agents will be involved in the project to make the credit portfolio available, especially for women entrepreneurs. Furthermore, rating agencies, investment banks and a very select number of investors will be consulted on investment in Angola, in nature and also derisking strategies.

(c) **Third Sector:** Non-governmental Organizations (NGOs), National Networks and Forums, Faith-based Organizations (OBFE), and civil society organizations which are interested in supporting community empowerment and development initiatives. Additionally, the Climate Bond Initiative, Nature Finance, HICI, IUCN, BIOFIN and other NGOs who are paving the way for country readiness and mechanisms to finance nature, will be contacted.

(d) **Fourth Sector:** Communities including local chiefs (Sobas, Regedores) to be engaged in the project demonstration sites, and\ surrounding communities not specifically involved in the demonstration site.

Stakeholders	Stakeholders' interest	Impact of the project on stakeholders	Stakeholders' influence	Risks management	Mode and timing of engagement
Ministry of the Environment **Ministry of Finance** **Ministry of Agriculture and Forests** **Ministry of Energy and Water** **Ministry of Family and Women's Promotion** **IDF -Institute of Forestry Development** **IDA - Institute for Agrarian Development**	Coordination among ministries and between central and local politics.	Improved intervention and coordination in the development of the agricultural and forestry sector, with a focus on gender and environmental issues. **Positive**: Improved supervision in different sectors at the project level. **Negative**: The disarticulation among the different ministries will not enable the development and success of the project.	Mitigated barriers to access to property and incentives at the small farmer level. Guaranteed access to property-based credit. Promoted the protection of traditional collective rights, granting property titles to rural communities.	Approval of the Land Law revisions with explicit guarantees to safeguard property rights around small and medium farmers through community lands and forests cooperatives. And/or improved access at a provincial level through testing community lands and forest model.	Official letter; Formal meeting, MoU (memorandum) , partnership agreement where needed (eg IDA and MINFIN). First six months of project – and continued contact throughout
- Provincial Governments. **-Municipal Administrations.** **-Provincial Offices of Relevant Sectors through community services, social action, health, education.** **-Forestry Development Institute at provincial level.** **- Cameia NP Administration**	Coordination at provincial level	Engagement of the Provincial Government and public institutions in the restoration and conservation; and SLM Planning project. **Positive**: Promote decision-making at the provincial level to create cooperatives, including community forests. **Negative**: The decision to protect reserves and forests is under the central government (Executive) responsibility. Many large-scale land use decisions affecting local and municipal lands is done at the National level.	Coordinate, at local level, and conduct training, capacity building and awareness-raising actions on soil restoration, SLM planning, and gender equity.	Poor engagement of public institutions will misalign the project success. Mitigated through inclusion of provincial and municipal level authorities at SLM Planning and scoping stage.	Involvement in SLM Planning and scoping for priority areas for restoration and PES under Component 2 Official letter; Formal meeting, MoU, coordination, and facilitation agreement. Years 2-3 for planning.

Stakeholders	Stakeholders' interest	Impact of the project on stakeholders	Stakeholders' influence	Risks management	Mode and timing of engagement
Stakeholders	Stakeholders' interest	Impact of the project on stakeholders	Stakeholders' influence	Risks management	Mode and timing of engagemen
Private companies with emphasis on agribusiness, farming, and industries to establish partnerships and purchase produce from communities. -FACRA	Support entrepreneurial initiatives, especially gender equity in agribusiness, with a focus on soil restoration and food production.	Encourage the emergence of representations of input stores close to communities; **Positive**: Small farmers be grouped into functional associations and cooperatives, to facilitate their interaction with large companies. **Negative**: Lack of coordination and articulation among the different actors in the value chain, from production, processing to marketing.	May improve agricultural production; enhance access to market for agrobusiness; Entrepreneurial female leaders'; female cooperatives; promotion and family food production and diet improvement.	Lack of coordination and articulation among the different actors in the value chain from production, processing to marketing. Lack of industrialization and diversification of industry by-products.	Improved though CoPs for large farming and non-farming SME. Conducted in Component 3 and 4
Banks and micro-credit institutions. -BAI Microcrédito - Kixicrédito - BFA - BIC - FGC -Guarantee Fund. A non-bank financial institution.	Availability of financing to support restoration, conservation and SLM for food production.	Greater availability of inputs. **Positive:** Support entrepreneurial initiatives. Support for financing of restoration/conservation. **Negative:** at the micro-credit level lending may occur without adequate business models or investment plans leading to failure to repay loans for farming cooperatives.	Lending can be linked to Training and financial literacy; targeting of women's cooperatives and entrepreneurs. Supporting Agriculture Value Chains in the East – Moxico province.	Drought/ climate factors may unduly affect agricultural production and loan repayment. Access to markets and transportation may continue to be a barrier. Poor financial planning .	Linking credit facilities with small scale farmers and cooperatives through CoP and Farm Field Schools (component 2 and 4). Improved financial literacy. During all live of project. (First year is very important to engage with communities).

Stakeholders	Stakeholders' interest	Impact of the project on stakeholders	Stakeholders' influence	Risks management	Mode and timing of engagement
Non-Governmental Organizations (NGOs), Civil Society Organisations, Community Associations and Faith-Based Organizations (OBFE). - ADPP Angola (part of Humana, people to people). -Dom Bosco. -ADRA - Peace Justice Commission of CEAST. -IECA – project social project coordination. -CICA – social projects coordination. - Kissama Foundation (Omunda ya Moco: Conservation Project of Morro do Moco) - Lisima Foundation (National Geographic Okavango Wilderness Project).	SLM Planning, Training settings. Synergies with on-going projects. Potential "responsible parties" to hire for project implementation. Knowledge holders.	Communities trained with workshops on practices without gender stereotypes, soil restoration and SLM planning and implementation. **Positive:** improved project delivery; synergies maximized; improved gender empowerment. **Negative:** Poor technical assistance and transmission of knowledge to the communities where the project will be implemented.	The level of influence is moderate to high depending on the level of involvement. Some NGOs have will have very large influence in project impacts as they may be engaged to conduct most of the community engagement.	The risk is little because they will be partners and implementers of the project at community level.	Contract, MoU (memorandum), partnership agreement. Agreements established within 2 years.
Stakeholders involved in financing nature --UNDP BIOFIN -UNDP HICI -IUCN -Nature Finance -The Climate Bond Initiative -IFC -Green Bond Exchanges -The World Bank -IFC	Leading global organizations developing standards, policies and readiness of nature finance mechanisms	Outreach for technical assistance to inform recommendations to the Angola Outreach to the WB, IFC and other multilateral agencies, in their capacity to derisk countries and their interest to promote/ invest into nature finance mechanism. **Positive**: Project would benefit from the most recent and relevant thought leadership. **Negative**: This is not an exhaustive list of leading global organizations developing nature finance mechanisms and there could be competing standards, policies and processes.	Level of influence is high, as they will guide on best practices for Angola readiness for nature finance mechanisms. Level of influence is high for WB and other entities who have the ability to create concessional funding and guarantees to derisk investments	Risk is low because the investment market has started to converge on universally accepted standards, the process and taxonomy for nature finance mechanisms. However, there are no globally accepted agreements. Risk is moderate that the World Bank or another agency is not willing to derisk investments into Angola, for a well-prepared proposal.	Contract for carbon and biodiversity credit agreement for technical assistance Membership, certification with the Climate Bond Initiative Formal, informal meetings and visits starting at the beginning of ECP project.
Communities' leaders (traditional authorities)	Communities' leadership	Positive: Their direct involvement in the project ensures that communities are better involved and more participatory in the project. Negative: party political influence; They are the guardians of certain patriarchal practices.	The involvement of these leaders can guarantee the success of the project	The risk is very low because despite being leaders, decisions are made with the participation of communities	Formal and informal meeting. During all live of project.

Stakeholders	Stakeholders' interest	Impact of the project on stakeholders	Stakeholders' influence	Risks management	Mode and timing of engagement
Academic Institutions Universidade Agostinho Neto. Universidade Eduardo dos Santos. Universidade Católica. Instituto Agrário do Huambo. Universidade Lueje Ya Konda.	Improve the understanding of agriculture value chain on land reclamation, and food production to reduce poverty. Knowledge of spatial planning, economic planning, etc. Technical expertise	Create database of real situation of Land restauration and the impact on gender issues. **Positive:** Create database of Landscape characterization, variable statistic and socio-economic importance of resources. Negative: There are few initiatives and medium- and long-term partnerships to fund scientific studies	Support research to identify issues linked to gender equality, related to soil recovery, food production on the basis of a planned intervention.	The risk is little.	Second year of project implementation. Contract, MoU (memorandum), partnership agreement.
International Institution as Relevant					
International Donors (European Union; World Bank; AfDB; FAO; USAID; SADC)	Interest in different aspects of land restoration and SLM. See (*Relationships with ongoing initiatives*).	Major investments in Lobito corridor and transportation facilities are high on the Government and International agenda. **Positive:** The Lobito corridor agricultural production and transportation facilities are high on the donor agenda. **Negative**: Need for multisector coordination. Between the ministries and the NGOs and local communities to ensure focus on conservation agriculture is promoted as agriculture production is being financed.	Varying depending on program.	Risks are that the different efforts of donors may undermine one another. For example, emphasis on increased agricultural productivity may undermine the environment, or women's rights, amongst others.	Create key relationships at the onset of the project (see *Relationships with ongoing initiatives)*

The stakeholder engagement during project implementation will follow the same principles and approaches implemented during PPG process. Many communication and consultation activities are embedded in project design under components 1, 2 and 3.

The project will develop a communication strategy aligned with the principles of this Stakeholder Engagement Plan. That means being aligned with the principles of inclusivity, participation, gender equity, respect for cultural diversity and effective communication and transparency. Special attention will be given to gender related issues. Communication activities are complementary, and they will be implemented in order to capitalize on synergies and lessons learned to maximize project impact, while avoiding duplication of efforts.

The project management unit should ensure a clear and continuous communication channel with the main stakeholders in order to inform about the evolving implementation and achievements of the project. The specific responsibilities of the PMU

related to SEP are supervising on stakeholder engagement activities, reporting the results and opinions of stakeholders to relevant leaders, ensuring the compliance of the responsibilities and commitment on the SEP implementation, identifying the major concerns of the stakeholders, tracking the progress and feedback on stakeholder engagements, building and maintaining effective GRM, reporting the results on SEP and communication activities.

Both a project-level Gender Screening and a Gender Action Plan are included within Prodoc for further considerations with respect to components, outputs, activities and indicators to be collected and will be fully taken into consideration in the process of engaging both men and women in project activities

5 Stakeholders Engagement During PPG Phase.

Summary of undertaken stakeholder engagement activities

In accordance with UNDP stakeholder engagement guidelines, early consultation with key project stakeholders has been conducted as part of the design procedure. Early engagement to date includes:

Initial Workshop with key national stakeholders (relevant ministries and agencies/authorities) in Luanda, the 8th of February 2024.The PPG team shared a presentation with the full description of the components of the Prodoc in Portuguese, and then the attendees were asked about specific inputs of the analysis conducted. A list of attendees to the initial workshop is included in Annex 1.

Further to the initial workshop, virtual and face to face consultations have been conducted in the ministries, organisation offices, on field, via questionnaires designed to gather information, searching partnership opportunities and requirements, and additional measures to be considered in project formulation. Most part of the consultations have been conducted with the private sector, local authorities and CSOs.

Three Focus Groups Discussions were conducted in three different communities: Kanjonde (Mount Moco-Huambo), Etalula (near Chicala Chiloanga- Huambo) and Catabola (Bié). The consultations were conducted in the local language with the assistance of a translator and sessions were held separately for men and women to more effectively address gender-specific concerns. 89 people consulted (37 of them women)

A validation workshop was conducted online the 13th of May 2024 to share the full proposal with the implementation agency and collection of project inputs.

A brief analysis of the stakeholders interviewed and stats plus gender notes consultations undertaken up to endorsement stage are shown in table 1

Profile Legend	Stakeholder Profile Stats	# of institutions	Proportion male/female (~40%)
1	Local and provincial authorities	5	
2	National Government Institution/policy makers	9	
3	Local Non-Governmental Organization	6	
4	International Non-Governmental Organization	6	
5	Multilateral founded projects	3	
6	International Institutions	2	
7	Resource Partner	4	
8	Financial Institution	4	
9	Academia	2	
10	Private Institutions	3	

	Total	**44**	**120/49**
11	**Communities**	**3**	**89/37**
Brief analytical notes with gender on focus: • Women are under-represented in all institutions, therefore much more effort is needed during implementation in terms of gender parity when it comes to stakeholder engagement at implementation stage (see section gender).			

A detailed list of those interviewed are as follows:

FGD 1 / site visit: Etalula- Chicala Chiloanga	
Date 1/2/2024	Time 10:00
Village and province	Ombala Kandumbo (aldeias Caponde I,Caponde II, Talúlua I, Talúlua II), Chicala Chiloanga Municipality – Huambo. Note: other villages close to the Cunene source not belonging to this ombala: Luvili and Ussinda. Population of the ombala (2023): 11,325
GPS Coordinates: (x, y and elevation) of meeting location / Map	12°47'54.0"S 15°59'58.5"E
Language of the meeting	Portuguese and Umbundo
Number of male participants	35 (male focus group); 15 elders, including Regedor Sabino Chipoke and soba Severino Pedro.
Number of female participants	14 (female focus group)
Number of youth 18-24	15 male focus group, 7 female focus group
Number of chiefs	1 regedor of the ombala, 1 soba
Biophysical description (agro-ecological zone, rainfall, temperatures, terrain)	
Informed consent	oral
FGD 2 / site visit: Kanjonde (Morro do Môco)	
Date 3/2/2024	Time 11:00
Village and province	Kanjonde (Morro do Môco), Londuimbali Municipality – Huambo; project Omuna Ya Moco (conservation); population 990
GPS Coordinates: (x, y and elevation) of meeting location / Map	12°25'44.7"S 15°09'18.8"E
Language of the meeting	Portuguese and Umbundo
Number of male participants	~ 8
Number of female participants	~ 10
Number of youth 18-24	
Number of chiefs	1
Biophysical description (agro-ecological zone, rainfall, temperatures, terrain)	
Informed consent	Oral
FGD 3 / site visits: Catabola, Bié	
Date 5/2/2024	Time 10:00
Village and province	Catabola, Bié; 10 bairros; bairros in the FGD: Cangulo, Cacunho, Hospital, Camoxico, Compão, Londela

GPS Coordinates: (x, y and elevation) of meeting location / Map	12°09'14.1"S 17°15'28.1"E
Language of the meeting	Portuguese and Umbundo
Number of male participants	9
Number of female participants	13
Number of youth 18-24	2 male, 5 female
Number of chiefs	(1 soba (Aufeu Delfino); 1 Regedor (Costa Chimenda)100 casas ombala Cacunho)
Biophysical description (agro-ecological zone, rainfall, temperatures, terrain)	
Informed consent	oral
Total pop (women/% women)	89 community members (37 women / 41%)

Individuals contacted during PPG.

Person(s)	M	F	Organization	Date	Place	Key reason and outcome
Ricardo Seabra	1		Salesianos de Dom Bosco	17 Jan	Online	Dom Bosco works both in Huambo and in Moxico
Allan Cain; Amílcar Salumbo; Felisberto Capamba	3		Development Workshop (DW)	24 Jan	Online	Works with communities in Huambo and Bié, namely in Tchicala Tchiloanga and Cachiungo Current work on gender-based land tenure, land registration, water and sanitation Habitec: DW's project to produce school furniture with eucalyptus planted along the railway and reforestation DW has been involved in GEF projects
Yuri dos Santos (State Secretary for the Environment); Malaquias Tenente (GEF political focal point)	2		Ministry of Environment (MINAMB)	29 Jan	Luanda	Discussed the project MINAMB wants to ensure that it is well represented in discussions with other ministries, that its interests are made clear and that any materials or products emerging from the project have their logo. A Communication Plan would be necessary. There is a particular interest to enhance the functionality and operations at Cameia national Park in Moxico province
Miguel Xavier (Director); Marta Zumbo (Deputy-director Technical Area); Soki Kuedikwenda (Advisor); Simone (Deputy-director Administrative Area); Mauei (xxxx); Alice Capita (Ecosystems Department)	4	2	INBC – Instituto Nacional de Biodiversidade e Conservação (MINAMB)	29 Jan	Luanda	INBC is the implementing partner proposed by the MINAMB It has/had an administrator of the Cameia Park INBC employs inspectors in protection targeted areas. INBC was part of the project at concept note.
Paula Carvalho (MINAMB – Secretary of State for Climate Action)		1	Ministry of Environment (MINAMB)	29 Jan	Luanda	Climate Action was part of the project concept note. Help in organizing resources and share the list of the projects that are currently running in the country offered.
Carlos Andrade (Institutional Relations); Seko Mutsumi (Director Programme Okavango)	2		TNC – The Nature Conservancy	29 Jan	Luanda	TNC was part of the concept note of the project Are also working with the Ministry of Energy and Water to develop a national strategy to protect the headwaters zone. Activities with communities are forest and fishing co-management. They are finalizing a household survey in the Cuando-Cubango basin.
Dikila Kiala; Maria Helena Lôa; Rui Jorge Lisboa	2	1	ANAGERO	30 Jan	Luanda	Primarily responsible for advancing development activities and advertising business opportunities within the Okavango. Would like to look into carbon sequestration as a means of generating funding. Emphasize the importance of tourism and the need to promote areas such as Mata do Mocho.

Person(s)	M	F	Organization	Date	Place	Key reason and outcome
Anastácio Roque Gonçalves (Representative); Celestino Delo Clemente Paulo	2		FAO – UN Food and Agriculture Organization	30 Jan	Luanda	Have developed the "chitaka" concept, which is the implementation of a traditional mosaic livestock + agriculture with an irrigation system (GEF funded project). Another project "Sustainable Land Management in target landscapes of Central Angola (ZAEC)". They manage more than 5,000 farming schools; some cooperatives have been initiated there. Have an agro-center in Huambo.
Miguel Watangula	1		FAO – UN Food and Agriculture Organization	30 Jan	Luanda	FAO's model aims to integrate many different producers and companies along the entire value chain. The goal is to help small and medium sized farmers and to create a healthy competitive environment.
Rikke Viholm (Director); Paulo Vicente	1	1	ADPP – Ajuda de Povo para Povo	30 Jan	Luanda	ADPP Angola (part of Humana, people to people) is a National NGO for community development. Strong presence in all provinces, works regularly with UNDP and government They work in education; were part of the implementation of the Charcoal project (UNDP). Starting the implementation of "The Women in Angola Farming", funded by USAID in 10 provinces. Have also started a pilot project with carbon credits (VERA).
Ricardo Seabra (Project Coordinator); Jojo Kachappilly (Finances); Maximo Herrera (Director Vocational Training Centre); Augusto Francisco (Youth pastoral)	4		Salesianos de Dom Bosco	30 Jan	Luanda	Faith-based organization Have worked with UNDP in other projects. Activities are based in community development: education, alphabetization, water supply, IT literacy. Presence in all provinces, 90 communities, based in the schools they run.
Teodoro Poulson (Director General)	1		FACRA – Fundo Activo de Capital de Risco Angolano	30 Jan	Luanda	In existence since 2014. FACRA only invests where the Government directs. Since 2023, the Government has asked to focus on logistics and the storage for agriculture products, poultry and fish. FACRA equity position depends on the amount of money requested and debt ratios.
Mário Ferreia do Nascimento (President) Maria Joao Neto (Director, Portfólio de Negócios)	1	1	ABANC – associação Angolana de Bancos	31 Jan	Luanda	
Almeida Fernandes, Investor relations.	1		Ministry of Finance	31 Jan	Luanda	
Simon Zou (Director)	1		ADF Development (IDF – MINAGRIF)	31 Jan	Luanda	ADF is responsible for forest management.
Felismino da Costa (Director Geral); Walter Basílio (Director of Rural Development)	2		Institute of Agricultural Development (IDA-MINAGRIF) Insituto de Desenvolvimento Agrário – IDA	31 Jan	Luanda	Public institution that coordinates agricultural policy and rural development. There is a project at design stage that looks at value chain improvement in the following provinces: Lunda Norte, Lunda Sul, Moxico, Cuando Cubango.
Amílcar Salumbo (Director)	1		Development Workshop (NGO) – Huambo	31 Jan	Huambo	Development Workshop, national NGO stablished in Angola since 1991. Have experience in water and land management, including soil conservation. Starting the project named "Women's Spaces" in Thicala Tholoanga. They also have experience with community forest management and forest certification (Habitech).
Mário Ferreira do Nascimento (President) Maria João Neto (Director, Portfolio de Negócios)	1	1	ABANC – Banking association	31 Jan	Luanda	Most banks are private and do not disclose their financials. There are no export credit banks in Angola. Only 30% of Angolan have a bank account, mostly in Luanda.
Almeida Fernandes (Investor relations)	1		Ministry of Finance	31 Jan	Luanda	2 years ago, issued a 10yr bond with a 7.5% coupon. The ministry has also just received permission to issue an ESG bond.

Person(s)	M	F	Organization	Date	Place	Key reason and outcome
António Malela Tombo (Vice-Governador Huambo Province, Infrastructure); João Figueiredo (Province Director Environment); Noé Pinto (INBC); Garcia Canica (Director - CETAC) Ali Matroquela (CETAC); Nilton André (CETAC); Manuel Nkolongo (CETAC)	6		Huambo Government	1 Feb	Huambo	At provincial level it is important to provide with assessment systems also to coordinate the projects that are already running in the province. Morro do Môco is one of the seven National wonders, but it lacks access and so very difficult to develop eco-tourism. The mining sector it is very important in Huambo (diamonds); Tchicala Tchiloanga has a mining concession that covers 2/3 of the municipality. The source of the river Cunene has also granted permission for mining exploration. Lack of coordination between provincial and national levels, in mining concession and also regarding the indiscriminate forestry exploitation and charcoal production.
Xxxx (Deputy-dean for the scientific area); Lino Sangumbe (Faculty Agrarian Sciences (FCA), Forest Engineering Department); João Figueiredo (Province Director of Environment); Luís Miapia (FCA, Chief of Department Transformation of Forest Resources); Ginhas Manuel (FCA, SASSCAL project); Abílio Malengue (FCA, focal point for the GEF Charcoal project);	6		Universidade José Eduardo dos Santos	1 Feb	Huambo	UJES has been a partner in the Charcoal project. Proposal of investing in soils lab, for microbiological studies and soil characterization. Creation of a database and mapping.
Tomás Nguepo Vilombo (Executive Director); David de Jesus Cangumbe (Director Institute Linha da Frente)	2		ADPP – Quissala, Huambo	1 Feb	Huambo	ADPP created a guideline for stove fabrication and began the implementation in the school. ADPP runs a school of teachers for primary education; environmental education conduct door-to-door campaigns to persuade communities from unsustainable practices.
Garcia Canica (Director); Ali Matroquela (CETAC); Nilton André (CETAC); Manuel Nkolongo (CETAC)	4		CETAC	1 Feb	Huambo	
Carlos Cambuta (Director); Cidália Gomes (Director Huambo); xxxx (Culture Director of Huambo); Abílio Sanjaia (National Director Project Units)	3	1	ADRA – Acção para Desenvolvimento Rural e Ambiente	1 Feb	Huambo	NGO for Community Development in Angola. They work in 31 municipalities partnering with local administration. Main activities are farming agriculture in small scale, reinforcement of municipal administration bodies, environmental education, provision of water reservoirs. Work with 32 service cooperatives and 24 associations. Have also implemented “community loans” for a maximum value of 500 USD that are regulated internally.
Eurico Chicuamanga (Deputy Municipal Administrator); Garcia Kanica (CETAC); Joel Chimbalanha (Municipal Administration); Elizabeth Cangombo (Municipal Administration); Angelino Kalungo (Municipal Administration); Paulina Nguenda (DW); Carlos Calungolungo (DW); António Samuel (DW); Laura Adriano (DW)	6	3	Municipal Administration Chicala Chiloanga	2 Feb	Huambo	Many lands occupied land without permission, including in the reserve zone of the headwaters (49 fazendas in Cunene headwater). Deforestation is widespread, by charcoal production but also by timber. Chinese companies stablished under local companies and working without licenses.

Person(s)	M	F	Organization	Date	Place	Key reason and outcome
Lino Chibia (Municipal Administrator); Jesse Chipenda (Municipal Administration); Adriano Sauália (Municipal Director Energy and Water); Domingos Augusto (GEPE); Sabino Carlos (Municipal Director Infrastructure and Sanitation); Edson Mateus (Municipal Director Environment)			Municipal Administration Londuimbale	3 Feb	Huambo	Courtesy visit, introductions to the team and project
Kerllen Costa (Project Manager)	1		Omunda ya Moco: A Escarpa de Angola; Morro do Moco community (Kanjonde)	3 Feb	Huambo	Morro do Môco is the highest mountain in Angola proposed National Park with a special interest for bird watchers. 40 Km away from the municipality of Londuimbali. Around 10 rural communities in the mountain. Existing 25 endemic species (the richest in the country), including the grey-go-away bird (C. concolor).
Micheal Mills	1		Birds Angola	3 Feb	Huambo	Project can expand the planting of trees and regenerative agricultural practices. Turning into a conservation reserve soon. Now registered a Cooperative. In Kanjonde they have trained 3 local men to be coordinators. But they employ around 50 people in the region. GoAwayBirding has not received more than 40 people per year as ecotourism activity, roughly 1 visit a week.
Gisela Rocha (INBC); Gercelina Gama (INBC); Gabriel Graça Vieira (AFOSCB); Bernardino Siku (ADAC); Ângelo Sassango (CVA); Rumbilina Floriano (Novo Mundo Angola); Fred Cachimano (AMAR); Gabriel Boano (Cooperativa R. Valor); Octávia Cristo (Novo Mundo Angola); Isaac Kavamba (Novo Mundo Angola); Alberto Apolo (Vida Saudável); Alberto Luteque (ANVA Bié); Paulino Muzanda (Agusida); Bartolomeu Job (CVA); Octávio Cristo (ANWO); João Ndala (ANWO)	12	4	Fórum das Associações Não-Governamentais	5 Feb	Bié	Discussed different activities which the NGOS were dealing with including women's rights and empowerment, sustainable use of resources, conservation agriculture, education, health services, and basic poverty reduction. There was discussion of the ECP project and possible overlap between interests particularly with regard to conservation agriculture and women's empowerment in the agricultural sector.
Elias Pacote (Director da Escola de Magistério ADPP Bié; focal point ADPP Bié); Justino Chivangululas (Deputy Pedagogic Director); Fernanda Hucu (Administrative Director)	3	1	ADPP Catabola, Bié	5 Feb	Bié	Educational complex for primary schools. Working in the following projects: AMAR (USAID); kiln project called "C-Quest"; SMS Strengthening Municipal Educational System; Global Vax, vaccine distribution.
Maria Nita Dengo, Consultant Agriculture Specialist		1	African Dev Bank	6 Feb	Luanda	Have a Sustainable Land Management program with ecological centers in 4 regions. AfDB is developing a new program to support agriculture value chains in the East.

Person(s)	M	F	Organization	Date	Place	Key reason and outcome
						Focus on Seed Law and Fertilizer policies. Want to encourage Private Sector participation. AfDB promotes their Outgrow Model, which has a Cooperative in the center. They are developing these with IDA and will be setting these up in Moxico and other Eastern regions.
Pierre Destexhe (Health and Social); Brum Lobes (Food and Energy)	2		European Union	7 Feb	Luanda	The Ministry of Environment and EU $35 million project is due to start soon with a focus on the Food value chain; called "Caála", specifically for agriculture storage and connected into the Lobito Corridor.
Eduardo Katalahary Mohamed	1		FGC – Fundo de Garantia de Crédito	7 Feb	Luanda	Works with the World Bank. Now looking into ESG. Special focus on women 80%, SMEs and Micro businesses. Environmental projects.
Carolino Mendes; Luzia da Conceição; Neves Maieu; Paulo Kibela; João Vintém	4	1	GAHBIC	7 Feb	Luanda	Have moved their HQ to Menongue in the Cubango River Basin. They are working on many aspects of 'sustainable developmet' in the basin. A very interested in riparian protection and sustainable water use and are in collaboration with ECCO project. Expressed an interest to be involved with the Upper Cubango work.
Júlia Barros (Deputy Director General of the debt management office); Airosa da Silva (Technical of Micro Fiscal); Inocêncio Eduardo Lucas (Technical of Micro Fiscal); Solange Cardoso (Economic recovery of the international unit)	1	2	Ministry of Finance	9 Feb	Luanda	Monies are centrally planned and allocated into the provinces first and then it flows to the municipal level. Finance has allocated funding for Grain, Livestock and fish, through the National Development Bank. • Planagrão • Planapecuária • Planapescas ESG bond has been approved through Parliament.
Eddy Delaunay-Belleville (Private sector and Commerce development; Promoting SMEs)	1		European Union	9 Feb	Luanda	3 projects to facilitate access to credit. Carrinho group is starting regenerative farming and poultry practices and is making sure to not damage water ways.
Edson Costa (ANPG); Ana da Rosa (SNL, EP); Tânia Pedro (SNL, EP); Clarice Sambeny (FADA); Miguel Kinavuidi (GRAA-AO); Paulo Aguiar (Utanga); João Vintém (MINAMB); Américo da Mata (IGEO/MIREMPET); Graça Katuti (Fundação Kissama); Manuela Viago (Holísticos); Carla Serrão (UNDP); Adriano Wakatala (IGCA); Vilma Delgado (INBC); Grettys da Cunha (INBC); RogAer Ganda (Otchiva); Danilson Lunguenda (Otchiva); Nascimento António (INBC); Marta Zumbo (INBC); Soki Kuedikwenda (INBC); Aristófanes Pontes (INBC); Simoketo Rob (INBC); Osmar Caleta (ANAGERO); Júlia Mbuluba (Gab SEA); Victória Miguel (INGA); Alice Capita (INBC); Januário Amado (Geração Verde);	13	18	Workshop – discussion of preliminary findings	16 Feb	Luanda	See workshop report

Person(s)	M	F	Organization	Date	Place	Key reason and outcome
Domingos Neto (Faculty of Sciences UAN); Joyce Jatola (INBC); Rafael Neto (Rede Ambiental Mayombe); Paulo Quibela (GAHBIC); Neves Maceu (GAHBIC)						
Yara Lourenco (Chief of Party, ECCO Okavango Basin Program) Maria Sakaita Suzanna Bandeira (TNC?)		3	YNC- ECCO Project Cuando Cubango	12 Feb	Virtual	"Ecosystem, Communities and Climate in Cubango-Okavango (ECCO)" project; main outcome is to help safeguard local natural resources and continue with the preservation of the local environment. Improvement of sustainable fishing, provision of clean energy as well as opportunities to increase the stimulation of agriculture. Approach: promote conservation and climate resilience by community led governance (WASH, WRM), by partnering with Okacom and private sector partners. Strategic partners: Gesto, Sun Africa (electrification), GABHIC to incorporate some of the results of the study.
Domingos Ziva (Specialist)	1		Ministry of Culture,	20 February	Virtual	Review of heritage lists for Bié, Huambo and Moxico Reference to the ongoing revision of heritage sites in Angola by MINCULT
Benjamin Begbie Clench	1		UNDP	21 February	Email/virtual	There used to be San around southern parts of the project areas before the civil war. There are small numbers of San in Moxico, around Luena. If there are San, it is not going to be large numbers but cannot give a yes or no answer. Advise doing an initial screening.
Eng Georgina		1	IDA – Dept or Rural Development Head of livelihood and Community Organization	22 Feb	Luanda (UNDP)	Reviewed IDA's program in Moxico province and outlined the intended approach through FFS. Expressed interest in collaborating particularly with respect to creating more collectives and associations for capacity building and technical transfer.
António Chipita (Director)	1		ACADIR – Associação de Conservação do Ambiente e Desenvolvimento Integrado Rural	23 Feb	Virtual/Menongue	Participate in the ECCO project (TNC). Worked with San in 2003/2004 for the government. Work with San for conservation agriculture. Want to start a survey with OCADEC to update the data.
Pascoal Batistiny (Director) Simão Cacumba Faria (Programme Coordinator)	2		Mbakita – Missão de Beneficência Agro-pecuária do Kubango, Inclusão, Tecnologia e Ambiente	27 Feb	Virtual/Menongue	Were working with San in Cuando Cubango in 2002. Work with community capacity building (local governance literacy) in Moxico, Cunene, Huíla, Namibe and the Lundas. Do not have data on San populations, want to conduct a survey. In 2019 conducted a survey and found 12,000 San in Cuando Cubango, Huíla, Cunene and three municipalities in Moxico (Luchazes, Mbunda and Cangamba). Have San focal points in Mavinga and Rivungo.
Sofia Alexandra da Silva Antunes Ana Elisa Bucher		2	World Bank, Angola	29 Feb	Virtual/Luanda	Recently did an assessment on land degradation. Currently implementing Climate resilience and sustainable agriculture. MOSAP 3 will be nationwide but have special focus in Huambo and Bié.
Castilho Boa (Director of Environment, Waste Management and Communities)	1		Government of Moxico Province	1 Mar	Virtual/Luena	Pink and yellow polygons are in Moxico. Will prepare a response to all the questions when receiving a questions' list. Cameia park is abandoned, has no infrastructure. Population lives outside the park.
Cornélio Caley (specialist)	1		Ministry of Culture	1 Mar	Online/virtual	Cultural heritage lists and classification under review; much outdated. Classification of indigenous peoples in Angola is problematic. No accurate data on highly mobile populations, including the San and other minorities. Importance of traditional authorities and kingdoms for local governance.
Michael Mills	1		Goawaybirding	4 Mar	Virtual	A touristic fee is paid to the soba in Kanjonde; the soba decides on the use of this money.

Person(s)	M	F	Organization	Date	Place	Key reason and outcome
						Firm and project are developing a touristic system of payments; and a campsite that will start operating end of 2024 (for a fee + fee to climb uphill). Bird watchers pay the soba around AKZ 1,000 per visit because they are known to the community; other tourists can pay up to AKZ 5,000. Guides are paid ~AKZ 2,000 for climbing up the mount. Campsite will provide jobs for guides, coordinator, campsite, etc. Average bird watching groups per year is five (~8 participants x 2 days). They will also invest in training of local communities.
Nadia Lourenco Head of social and Environment		1	Lobito Atlantic Railway	5 March	Virtual	New to job (a few month), but very interested in our project. Sees areas of collaboration. Is looking into a MOU
Francesco Schio (Coordinator for carbon offsets) Girotti Guglielmo (Coordination for agri-feedstock)	2		ENI Natural Energies	6 Mar	Virtual	ENI Natural Energy registered in 2022, started in 2023. Agro-business field for the production of biofuels including vegetable oil. Development of carbon credits for their own offset needs. Looking into carbon credits created by agriculture projects 20yrs, ecosystem restoration and reforestation projects 50 yrs. Using voluntary market standards.
Fernando Guelengue (Executive Secretary)	1		Associação Científica de Angola	8 March	Email/virtual	The association has published an e-book on the San in 2023. The book is based on 1970s data and refers the presence of San individuals in some municipalities (Moxico, Luchazes, Bundas and Alto Zambeze).
Alejandro Diaz	1		Commonland	11 March	Virtual	Commonland provides funding to local organisations who help facilitate promotion of landscape partnerships. They are working in Zambia and Namibia on cookstoves.
Kafuta Mulemba,	1		SADC	12 March	Virtual	Setting up an interim Secretariate and the agency will be the African Finance Corporation. Stakeholders: the 3 transport ministers, USAID, EU, African Dev Bank. Law governing Lobito Corridor has already been harmonized and agreed by all 16 SADC country members and is expected to be signed May 2024. SADC is looking into value chains, in addition to grains, they are also looking into Dry Ports, Aviation, Electric Vehicle battery manufacturing, Storage facilities etc.
Paul Ederer Deputy Head of Mission of the Dutch Embassy	1		Netherland Embassy in Angola	9 April	Virtual	Interested in our Project, will refer us to Flying Swans, which is the project developer for the Lobito Corridor
Geeta Uhl Environment Officer, Will Pearson Climate Finance and Energy Officer	1	1	USAID	10 April	Virtual	Second Meeting. Reported back on progress on financial mechanisms and program design. Although they are not operating directly in the GEF-8 regions, they recognize the potential for replication. They have some money which could be allocated this year, and would look to partner in some co-financing for GEF-8
Kelsey Bischot		1	Clean Cooking Alliance	22 April	Virtual	This is an NGO to support climate safe cooking methods. Mentioned how important it is to scope the context, in particular local customs, before choosing a cookstove. Without, there is a high degree of rejection. We talked about Biochar as a potential source of heat and for cooking. It could be particularly appropriate if there is a lot of crop waste. Instead of burning or burying, it could be turned into Biochar.
Arturo Tovar	1		Landscale	26 April	Virtual	Landscale is an application developed by Conservation International and the Rainforest Alliance, to collect SDG data at a landscape level. Unfortunately, Landscape does not report on a project basis, and it does not collect financial or investment data.
Erik van de Kam Project Manager Armindo Teuns Senior Economics Affairs Officer	2		Flying Swans Netherland Embassy in Angola		Virtual	Flying swans is a project developer specialized in cold chain infrastructure. They are developing the KAALA logistical platform in Huambo and is funded by the Dutch Government. Their main value chain is Avocado, tomatoes and other fruits. However, they are keen to diversity into Grains and livestock.

Person(s)	M	F	Organization	Date	Place	Key reason and outcome
						They want to attract private finance for Cold storage, warehouses, processing plans, the trucks etc.. Mentions Chris Masters, a large farmer they are already working with in Huambo. They are interested in our Cops, but funding may be constrained, because it is already committed. However, Erik, wants to discuss again about synergies
Herve Barois BIOFIN, Senior Technical Advisor, Marco Arlaud BIOFIN, Deputy Manager Gaurav Gupta Nature Finance, Senior Advisor Maxim Vergeichik Senior Nature Economist	3		BIOFIN Nature Finance	7 May	Virtual and email	They have created Biodiversity Finance plans for 40 governments. Angola has been signed up and they are recruiting, to be ready by the end of the year. BIOFIN is about all Nature finance, not only PES but also carbon and biodiversity credits. They liked GEF-8 mechanisms and would be open to working together.
Leticia Guimaraes Fatoumatta Sanyang		2	UNDP Carbon High Integrity Group	14th May	Virtual and email	Does not think we need to set up a facility and concerned that we are jumping to a carbon project, need to structure the national carbon framework first. We explained, the first 3-4 years of the GEF project will be on national frameworks, the carbon projects chosen will be a MVP for future carbon projects. Further, the facility is critical to set up the conditions so there is equitable distribution of funds and transparency. The Facility is not only for Carbon, but all PES.
TOTAL M/F	**120**	**49**				

4. Feedback and Grievance Redress Mechanism

- UNDP's SES require the establishment of a project-level Grievance Redress Mechanism, to address concerns promptly through dialogue and engagement, using an understandable and transparent process that is culturally appropriate, rights compatible, and readily accessible to all stakeholders at no cost and without retribution.
- In nationally implemented projects**, the Implementing Partner is responsible for providing or establishing the GRM**. The mandate and functions of the GRM could be executed by the Project Board or through an Implementing Partner's existing grievance mechanisms or procedures for addressing stakeholder concerns.
- The GRM will be **gender- and age-inclusive and responsive** and address potential access barriers to women, the elderly, the disabled, youth and other potentially marginalized groups as appropriate to the Project.
- The National PMU will record all opinions and suggestions raised by stakeholders and consider them in monitoring activities. Contact information and information on the process to file a complaint will be disclosed in all meetings, workshops and other related events throughout the life of the project. In addition, it is expected that all awareness raising material to be distributed will include the necessary information regarding the contacts and the process for filing grievances.
- At the time of the acknowledgement of receipt, the national PMU will provide an estimated date for response that should not exceed 15 working days and request further information if needed. During implementation, the national PMU will be kept all stakeholder engagement information disclosed and report through de routine monitoring and reporting mechanism.

Table 3. Indicative Monitoring indicators regarding SEP implementation

	Indicator	Frequency	Responsible
	Number of public engagements during project implementation	Quarterly	PMU and National CO
	Number of participants of the public engagement activities segregated by women, vulnerable groups and ethnic minorities if any	Quarterly	PMU and National CO
	Number of specific workshops organised	Quarterly	PMU and National CO
	Number of feedback received	Quarterly	PMU and National CO2
	Number of complaints addressed	Quarterly	MU and National CO

F. SRM and SECU

- UNDP's SES recognize that even with strong planning and stakeholder engagement, unanticipated issues can still arise. The SES are therefore underpinned by a UNDP-based Accountability Mechanism with two key components[1]:
  - A **Stakeholder Response Mechanism (SRM)** that ensures individuals, peoples, and communities affected by UNDP-supported projects have access to appropriate grievance resolution procedures for hearing and jointly addressing project-related complaints and disputes.
  - A **Social and Environmental Compliance Review Unit (SECU)** that investigates alleged non-compliance with UNDP's Social and Environmental Standards and Screening Procedures from project-affected stakeholders and recommends measures to address findings of non-compliance.

- The Accountability Mechanism is intended for use by external stakeholders directly affected by UNDP project implementation. It is not intended for internal staff issues; issues within the UN development system; or issues between UNDP and its Implementing Partners, contractors or vendors. There are already systems in place to manage these issues.[2]

Annex 9: Environmental Social Management Framework (ESMF) and other SES frameworks/plans

(Attached separately)

Annex 10: Gender Analysis and Gender Action Plan

1. Introduction

This gender report is part of the project "Ecosystem Restoration in Angola's Extended Central Plateau (ECP), supported by GEF-8 Integrated Ecosystems Restoration Programme. The "Ecosystem Restoration in Angola's Extended Central Plateau (ECP)" project aims at generating global environmental benefits in the wider ECP area where the targeted landscapes were selected based on their:

- Biodiversity importance and/or ecosystem services;
- Potential for ecosystem restoration/rehabilitation, emissions reduction, and livelihoods improvement.
- In progress or planned initiatives to reinforce the GEF financing for expansion activities.

This gender analysis emerges as a structuring and transversal component of the plan. It has been elaborated from the collection and review of documents, reports, legislation, treaties, conventions, journals, and books, including informal telephone conversations with some local inhabitants, heads of NGOs and state officers.

This plan complies with the UNPD Gender Programming Principles and aims at ensuring that the project will strictly consider the different needs, roles, benefits, impacts, risks, and access/control of resources by women and men, from an intersectional perspective. It also considers specificities about people's identities (age, ethnicity, sexual orientation, socioeconomic status, level of education, marital status, etc), and ensures appropriate and transversal measures to address these issues and promote gender equality and women's empowerment, whenever is needed.

The project will cover three provinces, Bié, Huambo and Moxico. The six selected demonstration landscapes comprise: (1) the villages of Moro do Moco, in the municipality of Londuimbali; (2) the rural commune of Catchiungo in the municipality with the same name (Cunene-Cubango basin). The communes within Cuanza (3), Cuito (4), and Zambezi basins (5) and Cameia National Park (6) needs still to be assigned. The selected landscapes have a combined approximate area of some 3.708.256 hectares, (see numbers in table 1). As of 2014, the selected communes, respectively harboured a rural population of 236,231 hab.

In 2016, INE made a population projection for the coming fifty years. Therefore, for 2024 the following provincial density was predicted, in each of the project areas:

Projected population by municipalities, according to sex, 2024			
Municipality Total	Total	Women	Men
Huambo Province			
Londuimbali	188,097	99 438	88 659
Chicala-Choloanga	145 253	75 518	69 735
Catchiungo	169 123	87 786	81 337
Bié Province			
Chitembo	107 832	56 128	51 704
Moxico Province			
Luchazes	19 523	9 692	9 831
Luena	482 749	245 707	237 042
Cameia	39 812	20 350	19 462
Luacano	28 032	14 319	13 713

Fonte: INE (2016), PROJECÇÃO DA POPULAÇÃO 2014-2050.

This population projection does not provide data by communes, however, from data on municipalities, it is possible to get an idea of the number of people who may be impacted by the project, whether as direct or indirect beneficiary, with the majority being women.

Therefore, the project is expected to generate change in a significant part of this population, regarding soil conservation and

environmental protection, and local gender norms improvement.

This report begins outlining an overview of gender issues and women's rights in Angola, highlighting the reality of the project in the three provinces (Bié, Huambo and Moxico). As it not possible to locate disaggregated data by location, information at national level has been used. The Gender Action Plan includes the budget of the activities.

2. Gender and climate change

Experiences from other African countries have demonstrated that the gender approach in Land and Forest Restoration (LFR) processes include, among others: (1) increasing access to knowledge transmission practices related to LFR; (2) Providing education and training to women, young people, the elderly and people with disabilities; (3) Designing technologies for ecosystem restoration accessible to women, young people, the elderly and people with disabilities; (4) Augmenting jobs and work opportunities related to ecosystem restoration, and access to land and rights for women, the youth, the elderly and people with disabilities; and (5) Increasing the participation of women, young people, the elderly and people with disabilities in decision-making positions related to LFR (CIFOR, 2022).

In Angola, studies have proven that across the country, including the provinces under the project intervention – Bié, Huambo and Moxico – besides women; children, the elderly, and people with disabilities, who may be more dependent than others in terms of supporting themselves; are extremely exposed to increased violations of Human Rights, due to environmental degradation and climate change surge (Mosaiko, 2023). These most recent factors emerge in a social context of poverty, violence and historical exclusion of rights and opportunities in an inclusive way.

Although there are no published disaggregated data by province; according to the 2014 census, most people with disabilities are between 24 and 64 years old, of which 52.7% are men and 46% are women (INE, 2016). Besides insufficient policies for people with disabilities, stigma, and difficulties in accessing basic rights and services reinforce the vulnerabilities of this group. The elderly are in a similar situation.

Likewise, the population of former soldiers – including women – and the widows deserve particular attention in the context of the provinces integrated in the project, which are places profoundly affected during the approximately 30 years of civil war. Former war combatants, whether survivors or their widows, constitute a vulnerable group in a context of basic service needs (INE, 2014). A significant number of them is engaged in farming.

Despite the efforts and advances made by the government, challenges regarding access to basic services continue across almost the entire country. According to Mosaiko (2023)'s study in Moxico province, **the population in rural areas with fewer basic services depend almost 100% on the nature linked activities for their livelihood** (family farming, sale of surplus produce, fishing, etc.). These people are also dramatically affected by environmental issues. Additionally, several services (health care, civil registration, justice, secondary or higher education, social assistance, etc.) are concentrated in municipal township or in the provincial capital city only, depriving the rural areas population of these fundamental amenities. This situation is alike in the other two provinces of the project (ADRA, 2023).

The reality in the three provinces of the project has particularities, but there are also similarities, especially in communities where agriculture constitutes the main source of food and income. Thus, "the families' income in the communities also depends mainly on the produce from their farming and small business conducted principally in the informal market. Agriculture is the predominant economic activity of the people from Huambo Province, despite the reported constraints related to low soil fertility. The agriculture sector is central to the women's lives and the communities' economic income in general.

In Moxico, communities lack knowledge or means to implement low environmental impact practices that allow, for example, the soil and vegetation regeneration. These issues, combined with global climate change, cause a decrease in soil fertility and farmed areas, constituting one of the main environmental matters mentioned by the interviewees.[1] The Ministry of Environment presented the same conclusion regarding Huambo (MA, 2009). Other harmful factors are the massive trees felling (by charcoal traders and "new" farmers), the excessive and disorderly wildfires predominantly conducted by peasants, cattle herders and hunters, the intensive use of soil with fertilizers for agricultural production.

Climate change tends to increase people's level of vulnerability and poverty, having "as consequences the worsening of gender inequalities, domestic and gender-based violence, forced marriages and early teenage pregnancies. This means, besides affecting the socioeconomic sphere, the impact of climate issues, in the medium and long term, also increases social inequalities and violence against the most vulnerable and women, especially in a context where the inequality rate is already high".[2]

Therefore, it is fundamental to understand the role or place of women in the context of the three provinces, to ensure that the entire project will not reinforce inequalities, but rather guarantee benefits and possibilities for all people, within the scope of the process of ecosystem restoration/rehabilitation in the extended central plateau.

According to UN (2021), in all the world, women are the most vulnerable to climate change. First, 70% of the approximately 1.3 billion people living in poverty are women. Second, in urban areas, 40% of the poorest families are headed by women. Third, women are responsible for between 50% and 80% of global food production, but they own less than 10% of the properties. For the UN, women need to be part of the solution to this problem, whether repealing laws that discriminate them, promoting gender parity in decision-making, including women in the economy; or including more young women, and preventing and eradicating gender-based violence.

3. Poverty

The project will be implemented in the provinces of Bié, Huambo and Moxico. The three provinces have more than half of the total national population aged between zero and 14. In terms of poverty, the data show that these three provinces of the project have a poverty incidence rate above 70%. Data from INE (2020) indicates that the incidence rate of multidimensional poverty in rural areas (87.8%) is more than double the incidence rate in urban areas (35%). Nationwide, 44.2% of the population is multidimensionally poor.

In the three provinces of the project, especially in rural areas, women are most of the population. It seems that the poorest provinces show not only a greater proportion of the population living in multidimensional poverty, but also a high intensity of poverty. In Moxico, for instance, seven municipalities out of nine were considered multidimensionally poor: Alto Zambeze (92%), Bundas (92%), Cameias (96%), Camanongue (92%), Luacano (98%), Luchazes (98%) and Léua (96%). In Bié, two municipalities out of nine: Chitembo (92%) and Cuemba (92%). None of Huambo municipalities is part of this category INE (2020). The multidimensional poverty index analysis considers four dimensions: healthcare, education, life quality and employment. In other words, in Bié and Moxico, access to these basic rights is non-existent.

Mosaiko's study in Moxico reiterates previous findings from other NGOs (ADRA and Federação Luterana) conducted in the provinces of the project stating, "the difficulty in accessing basic services (education, potable running water, sanitation, social protection, justice); the absolute dependence on natural resources for substance (farming, honey production, charcoal, etc.) and the absence of socioeconomic opportunities for a better life are factors that expose communities to shocking levels of poverty and vulnerability."

These environmental issues have a considerable impact on the basic rights of the most vulnerable people (people living in rural areas, people from San ethnic group, women, children, the elderly, and economically dependent groups), hampering people from climbing the social ladder, contributing to perpetuation of the poverty cycle. In other words, the poorest and most dependent people are at severe risk of having their Human Rights violated and this situation is generally intensified by the impact of external factors, namely climate change (MOSAIKO, 2023).

4. Women's judicial statute

In Angola, all approved legislation must respect the **principle of equality**[3] and non-discrimination prescribed in the article 23 of the Constitution of the Republic of Angola (CRA). According to the Constitution, "men and women are equal in the family, society and the State, enjoying the same rights and having the same duties" (article 35, nº 2). The Angolan State not only prohibits discrimination, but it is also against it.

The Angolan Penal Code (Act 38/20 of 11 November, article 212) punishes with imprisonment up to two years any convicted of discrimination based on skin color, ethnicity, place of birth, gender, sexual orientation, illness, physical and mental disability (…) or any other discrimination manners. Furthermore, the country has ratified the main treaties and conventions on gender and women's rights, which are parts of the fundamental rights stipulated in the Constitution (article 26). However, there are institutional challenges in implementing public policies[4].

The CRA acknowledges the right to **private property,** both for women and men (article 15, nº3; article 37), and ensures **access to land** (articles 15 and 98). However, there are still reports on illegal expropriation of land across the country to the detriment of populations who dedicate to farming or who reside in expropriated areas. These complaints come mainly from the south of Angola, but also from the east, as proven by Mosaiko's study conducted in Moxico. For example, the protests over the land act[5] also affect women, due to their historical vulnerability related to equal access besides the bureaucracy involved in land acquisition since the authorized institutions delay in responding to requests for its concession.

On the other hand, there are restrictions to land for women because of the so-called cultural practices, especially in rural areas. Even when the law does not place any gender restrictions on access to land, in fact, the "land tenure arrangements are governed through 'traditional law', which removes or restricts direct access to women, acknowledging it as a rule – as a men's right only" (USAID, 2008).

Case studies conducted in villages of Bailundo and Longonjo municipalities in Huambo (MA, 2009) found that the majority of people had land inherited from their parents, while others owned it through purchase and loan to people coming from other areas whenever their real needs were proven.

The aforementioned studies also found that the right to access to land through inheritance is extensive to women, although with some restrictions; that is, women, after marriage, leave their plots under their brothers or other relatives' care; they regain them only in case of widowhood or divorce. However, in the Dumbo region in Huambo province, a case was identified where women inherit on equal terms with men; a rare case in Ovimbundu culture (GOV, 2009). This is certainly an interesting point to explore throughout the project.

Referring to land and house ownership for people in general, the 2017 (IIMS) survey provides national data, showing that 28% of men declared they owned a house alone and 17% of them stated they had shared ownership with their wife.

Regarding land ownership, a fifth (20%) of men owns land individually and 12% owns it jointly with their respective partners. In Huambo, 52.2% of men possesses a house in their own name; in Bié, it is 32.4%; and in Moxico, it is 25.4%. Relatively to **individual land ownership** for men, the data are the following: Bié with 36.2%, Huambo with 49.1% and Moxico with 49.9% (IIMS, 2027). There are no available data on women, hindering any comparative analysis in this issue.

In the light of the CRA and other legal documents (the Family Code, Civil Code, Panel Code and the Land Act) there is no distinction between women and men regarding inheritance rights. For example, article 75 of the Family Code stipulates, "when the marriage is dissolved by death, the surviving spouse maintains the rights and benefits that he or she received as a result of the marriage and the common assets are divided between the surviving spouse and the heirs of the deceased spouse."

Considering that most of the relationship in Angola are through *de facto* unions, the legal regime to apply is community of assets or acquired assets. Therefore, these women are entitled to half of the assets accumulated during the union. However, due to cultural factors, widowed women suffer certain discrimination regarding inheritance and land allocation in some regions of the country[6]. According to Federação Luterana (2014)' s report, many women in rural areas, in Moxico, are deprived of land ownership and other property rights. In fact, women do not always receive their share of inheritance or a fair share of assets in cases of widowhood or separation. There are reported cases of threats with witchcraft, to hinder women or their heirs to demand the goods they are entitled.

5. Government Programmes

The government has consolidated a set of programs aimed at promoting women's gender equality to reduce inequalities in this matter. The outstanding laws and policy measures are the following: the commitment to the United Nations 2030 agenda and the African Union Agenda 2063, the SADC gender plan, the African Charter on women's rights, besides other national actions and programs (the National Gender Equity and Equality Policy – Presidential Decree 222/13, of 24 December; the law against Domestic Violence Act –Act 25/11, of 14 July; the Regulation of Paid Domestic Work –Presidential Decree 155/16, of 9 August).

It is also worth mentioning the Gender Equity Program stipulated in the National Development Plan 2023-2027; the Executive Plan to Fight Domestic Violence (Presidential Decree 124/13, of 28 August); the National Program to Support Rural Women (Presidential Decree 138/12, of 20 June); the Maternity Protection Program (Presidential Decree 8/11, of 7 January); the National Sexual and Reproductive Health Plan; "the girl's empowerment and learning for all" project, developed by the Ministry of Education under the World Bank sponsorship, etc. However, these policies and programs still bear limitations in terms of effective control and supervision mechanisms, and regarding citizens' participation during their design and implementation, especially on the women and other vulnerable groups' side.

6. Sexual and reproductive health

The public healthcare system is almost inaccessible for everyone, especially in peri-urban and rural areas. Seven out of ten women reported having had troubles accessing healthcare services. Obtaining money for health advice or treatment (63%) and the distance to health facilities (52%) are the most common reported problems in accessing healthcare. In Huambo, 62% stated

they had no money; in Bié, it was 67.8%, and in Moxico, it was 49.3% (IIMS, 2017).

In the light of the Constitution, access to healthcare is free, but, in fact, people always need to pay a certain amount, which is a major problem in communities with a shortage of financial resources. If one considers that women throughout their lives will, at some point, need specific services (e.g. during pregnancy assistance), in the current context where they earn less income than men, women and eventual fetus health may be in danger, as perceived in the worrying maternal mortality rate in the country, estimated at 104 per 100,000 live births, until last year[7].

The overall fertility rate in Angola is 6.2 children per woman, surging in rural areas (8.2 children), implying a tremendous demand for maternal and childcare, whose response is insufficient (IIMS, 2015). For example, access and/or use of modern contraceptive methods is still low. Data show that the use of contraceptive methods among women aged 15 to 49 in the three provinces for intervention have the lowest percentages in the country.

Referring to access to contraceptives, Bié has the second lowest national rate (2%), Huambo has 5% (the highest of the three provinces of the project) since Moxico appears with 4% (IIMS, 2017). This fact impacts the number of teenage pregnancies and motherhood. In Bié, at least 38,4% of girls aged between 15 and 19 became pregnant at this stage. In Huambo, they were 35.7%; whereas in Moxico, they were 40%. Therefore, in all provinces integrated in the project, the teenage pregnancy and motherhood rates are considered high.

In Angola, from the age of 15 onwards, one observes a significant increase in school dropout rates among girls, reaching levels above 50%, compared to 34% among boys of the same age (Mosaiko, 2021). Teenage pregnancy has been identified as one of the main factors for school dropouts. The lack of access to contraceptives for women combined with lack of men's responsibility in this process burden women who are unable to control their fertility and bodies.

Early marriage is a factor that leads girls to drop out of schools, as they will primarily be responsible for domestic chores, childcare and husband care, leaving little or no time for studies. Considering the teenage pregnancy rates in the provinces integrated in the project and the fact that it is common for a girl to join a boy in these circumstances, regardless of age, we see a firm tendency for gender inequalities to remain in the younger age groups.

According to the Ministry of Health, in Angola, 8% of boys and men got married before the age of 18 (IIMS, 2017). Adolescent and/or young married mothers tend to have their lives conditioned by motherhood related tasks and husband care, besides demanding the human and financial involvement of their mothers or adult mothers-in-law, since teenagers generally lack the financial conditions or maturity to care for the child. Girls also drop out of schools because of the stigma and the absence of public services that provide free childcare to allow them to continue their studies.

Considering women's interests in this context implies understanding that the configuration and functioning of the healthcare system directly impacts the degree and type of participation in processes of sustainable development or empowerment in favor of the environment.

7. Domestic violence

Nationally, women have been the main victims, leading the complaining; eight out of ten cases were filed by women (GOV,2022). Data from Afrobarometer (2023) reveal that, in Angola, gender-based violence is seen as the main challenge to women's rights, specifically in the provinces integrated in the project. In Bié, for example, 125 out of 149 cases of recorded domestic violence were committed against women; in Huambo, there were 43 out of 71 cases (MASFAMU,2021). The situation is similar in Moxico, where women are also the leading victims of domestic violence. This type of violence seriously affects women's physical, psychological, property and material welfare, if it does not kill them. Violence against women compromises the effectiveness and sustainability of the project considering their weight in farming and soil restoration processes.

Still referring to domestic violence, escape from fatherhood has been identified as the most recurrent. In the provinces integrated in the project, Bié and Huambo are among the five most problematic ones. Huambo, with 9,319 complaints, has the third highest rate in the country, followed by Bie (5,291), whereas Moxico appears with a total of 1,316 complaints – all registered between June 2022 and December 2023 (CIERNDH, 2024). This fact directly influences women's lives, since, culturally, they are regarded as the main caregivers and providers of education and goods for children, increasing their working time in the households, while reducing their participation in the public and associative life, or even self-care. Families and children are also affected.

8. Access to information and technological challenge

Women have less access to the **media** than men in all provinces integrated in the project. In Moxico, 54.4% of women do not have access to any means of communication, while only 17.4% of men do not; in Huambo, there are around 31.2% of women without access to media, compared to 22.6% of men. In Bié, 56.9% of women do not have access to any means of communication, unlike men, who are 45.9% (IIMS:2017). In general, access to the media is also hampered by the lack of electricity supply in the inner regions of the country, combined with the financial difficulties of buying a TV or maintaining a radio.

Although access to the **Internet** is reduced both for women and men, women have more difficulties than men. In Moxico, 19.8% of men reported having already used the Internet, while only 8.2% of women reported having done so (the lowest percentage for women in the three provinces covered by the project). In Bié, 15.1% of men and 3.8% of women reported having used the Internet. In Huambo, 29.2% of men and 12.7% of women reported having done so (IIMS,2017) – the highest percentage of the three provinces. In general, women have more difficulty accessing the media (conventional or more modern media) than men. These restrictions influence their ability to actively participate in the social life of the community and the country.

Communication requires not only access to conventional means of communication but also to modern ones (mobile phones). At the national level, mobile phone ownership is much more common among men (70%) than among women (51%). For provinces covered by the project, both in Bié (women: 21.9% | men: 39.7%), in Huambo (women: 38.6% | men: 53.6%), and in Moxico (women: 27 .2% | men: 44.3%), men have more access to mobile phones than women. Moxico province generally appears below, which makes sense, considering the level of poverty in its municipalities.

9. Gender norms

There is a predominant patriarchal organization across the country that tends to legitimize and support gender inequality regarding access to resources, rights, and opportunities. Mosaiko's study in Moxico province shows stunningly the reality of these gender norms and values in use almost across the country, "cultural traditions and habits are sturdily patriarchal, more profoundly rooted in rural areas, men (fathers, uncles, brothers, husbands) decide for women. Thus, women have their own lives and destiny dependent on somebody else interests, usually lacking the capabilities, empowerment, and knowledge to change the paradigm. Women are discriminated and live at domestic violence risk" (Mosaiko, 2023).

This reality has been nourished by the gender division of labour where "male work" is overvalued while "female work" is undervalued. The current gender stereotypes reduce women's role to the family, augment the assumption of domestic responsibilities, the childcare, the elderly or adults with special needs, the performance of seasonal work (GOV,2022), and symbolically place men as providers, at the opposite extreme of such tasks.

Across the country, mainly in rural areas, only women and girls can do housework, while men are completely excluded, including childcare[8]. In this context, the tasks that require some technical knowledge or involve handling machines are generally performed by men. These tasks tend to be overvalued and better paid.

Unpaid domestic and care work creates a situation of inequality between women and men, since women deal with housework (washing, cleaning, and fetching water), farming related work, considered a task for women and children. However, men could do tasks that involve mechanical means.

According to (GOV,2022), "currently, due to the drought affecting the southern provinces of Angola, these responsibilities require a greater investment of time, since sources of water may be far from the communities". This action conditions or limits women's participation in other forums or public settings, besides the implications for health.

10. Right to education

The CRA guarantees the right to education for all people, regardless of gender, race, ethnicity, sexual orientation, disability, etc. However, access to and permanence at school are still more difficult for some groups (girls and women, poor boys, and people with disabilities in certain regions – urban and rural areas) than for men.

It is a fact that programs and access to education have been improving; however, gender disparities persist. According to the gender diagnosis conducted in 2022, although gender differences are not so evident at the enrolment stage, gender inequality increases with age and educational level**. Gender inequalities are relatively small for children aged between 6 and 11, but these inequalities rise from the age of 12 (UNICEF, 2019). Gender disparities stand out in secondary education, where the**

parity index is 0.89 for urban areas and 0.62 for rural areas.

According to the Ministry of Education, in 2022, a total of 8,481,458 students attended non-higher education in Angola, with 232,760 more students enrolled, compared to the school year 2020/2021, increasing relatively 2.8% contrasted to 2020/2021. Many of these students (74.6%) is concentrated in eight provinces, which includes the three provinces of the project (Huambo in third place, Bié in seventh and Moxico in eighth). Of this total number of students, 48.2% were female, and 51.8% were male. In early stages of non-higher education, boys outnumber girls in the three provinces of the project (ME, 2024).

Nationwide, the literacy rate is 71.30%, with the urban area rating 83.46%, higher than the rural area, rating only 48.08%. **The literacy rate of the male population is higher than that of the female population (84.29% vs. 59.68%)**. Men are better educated, having junior high, secondary, and higher education, than women are (63.07%). The literacy rate for men is higher than that for women, and the most striking difference occurs in rural areas, where the literacy rate for men (67.30%) doubles the estimated rate for women (31.43%) [BAD, 2021]. As commonly known, higher levels of education increase the probability of employment or entrepreneurship, both for women and men.

LWF (2014)'s work experience in Moxico has proven that high illiteracy rates among rural women have been a barrier to women's active participation in important or reputable and prestigious forums and positions.

Summarizing, women and girls are disadvantaged regarding access to and permanence at school, which is disturbing, since knowing how to read and write has been identified as a basic premise for assuming several responsibilities, conducting various activities, besides impacting a person's self-esteem.

11. Access to employment and financing

Access to employment is a fundamental right because it allows one to access resources, technical knowledge, and intellectual development. Despite the high unemployment rate for all people, the data are still less favorable for women, especially in the provinces of the project – Bié, Huambo, Moxico[9] – than for men. These provinces have a higher employment rate for men compared to women. They have the highest informality rates in the country (e.g. Moxico - 98.64%; Bié - 90.71%; and Huambo - 90.4%) among the people at working age (BAD, 2021).

Women outnumber men in informality in the three provinces (Moxico - 99.35%, Huambo - 95.06% and Bié - 94.53%). Although men are also in large numbers, there is always a downward difference when compared to women. In men, the percentage in informality for Bié, Huambo, and Moxico is 86.62%, 85.07%, and 97.86%, respectively. Consequently, men also have a higher monthly average income than women in these provinces (in Huambo, women receive AOA14,663; in Bié, they receive AOA22,181; and in Moxico, they receive AOA30,327. Contrarily, the average income for men in Huambo is AOA 37,922; in Bié, it is AOA44,472; and in Moxico, it is AOA48,830 (BAD,2021). These disparities prove that women and men do not have equal access to resources, impacting negatively on the exercise of other fundamental rights.

There is a greater chance of having an informal job when you are female. The findings show that the probability of having an informal job is 3% lower if one is a man, when the informality rate for women is higher compared to that for men (BAD, 2021).

Both in Huambo (62.4%), in Bié (70%) and in Moxico (71.8%), women outnumber men in farming activities. There is a prevalence of men in areas such as sales and services or office work, to the detriment of women (IIMS, 2017). According to the Gender Diagnosis (2022), of the 4.8 million women who live in rural areas, 38.3% have agriculture as their main activity.

Similarly, women and vulnerable groups (people with disabilities) face additional socioeconomic difficulties, especially in accessing microcredit. In Moxico, for example, a set of barriers was found, with emphasis on current gender norms, hindering women to access microcredit, combined with the lack of land ownership and their unequal participation in socio-economic development processes. The absence of a microfinance sector in rural areas increases women's vulnerabilities (LWF, 2024). Furthermore, the lack of civil registration deprives women of accessing the identity card through which they can open a bank account.

Guaranteeing civil registration for everyone continues to be a challenge for Angola, although there have already been many advances, especially in rural areas. Although disaggregated data by province is inaccessible, according to the Government, from September 2013 to December 2017, a total of 6,599,897 citizens, including children and adults, were registered nationwide (3,010,058 males and 3,589,779 females), representing 54.3% in total (GOV, 2023). The identity card is a fundamental document to access public healthcare and education, open a bank account, create a cooperative or to apply for microcredit.

According to the gender diagnosis (2022), the challenge of universalizing civil registration prevails, especially in rural areas, where there are still barriers to registering girls in the Civil Registry. In some cases, situations were reported in which "parents register boys in the civil registry, but they do not girls". There is a widespread expectation that women should marry, driven by tradition and culture.

The husband is considered responsible for the family and the wife does not need any document of identity. Furthermore, the lack of transport or information to reach civil registration institutions means that many rural women do not register. Lacking identification implies being unable to access rights and services, including the right to education, formal employment, bank loans or the right to property.

12. Power and decision making

Participation in decision-making processes at all levels (family, community, country) constitutes one of the foundations of the human being as a member of society. The CRA prescribes that women and men are equal. Women and men can participate and decide equally on matters that directly or indirectly affect them, guaranteeing the programmes and projects universalization, effectiveness and sustainability.

In Angola, the percentage of women deprived of participating in any of the three decisions – women's own healthcare, main household purchases and visits to family members' homes – is higher in rural areas than in urban areas (9% and 5%), respectively. Moxico has 15% (the highest percentages among the three provinces) of women deprived of participating in any decision. Women aged between 15 and 19 (53%) who are unemployed (61%) and have no education (62%) are those who least participate in decision-making (IIMS, 2017). Women, young people, the unemployed, those without education and from rural areas tend to be more vulnerable regarding decision-making power exercise.

Referring to decisions about their own body, IIMS (2017) found that the greater the women's empowerment related to the number of decisions in which they participate, the greater the use of modern contraceptive methods. Thus, 6% of women who did not participate in any decision reported having used some modern method, compared to 14% of those who participated in the three empowerment decisions.

Relatively to decision-making on income control, across the country, the Health Survey found that the majority of women participate in decisions about the money use they earn. Forty percent (40%) decide alone, whereas 42% decide together with their husband. Only 16% stated that the husband makes all the decisions about how to spend the wife's income, a fifth (20%) of men aged between 15 and 49 asserted that their wives decide how to spend the cash income from their work, while approximately half (49%) makes this decision involving women.

Women in urban areas (44%) are most likely to decide for themselves how to spend their cash salaries, compared to women in rural areas (32%). Contrarily, in rural areas, 23% of women reported that their husbands were the main decision makers regarding the use of their cash salaries, compared to 14% in urban areas.

In the three provinces of the project, women demonstrated that they had more decision-making power, first when deciding whether to visit family or relatives; second, in important household purchases; and lastly, in healthcare. Only 4.9% in Bié, 9.5% in Huambo and 15.2% in Moxico stated they did not participate in any of the three decisions (IIMS, 2017).

These figures show an encouraging reality and can be leveraged to be replicated in other locations, although the data are from 2016. However, information updating is necessary based on the collection of primary data during the implementation of the project in the identified areas, to avoid any male-centered decisions making. Women's right to decide in fact, at all stages of the project, should be guaranteed.

For example, specifically regarding the women's role in making decisions about land use, the Lutheran World Federation (LWF:2024)'s work experience found that in Moxico, despite advances, few men abandoned attitudes/beliefs and practices that were harmful to women's rights and many of them still insist on adopting unfair relationships with their partners, both when dividing household chores and when making decisions, concretely those inherent in controlling resources (money and domestic animals – goats, sheep, pigs and cattle). However, there are also specifically women led associations and other development groups that demonstrate women's independence and autonomy in decision-making. It was impossible to locate data from the other two provinces.

Considering that in the provinces of the project men have higher level of education than women, males tend to have more

access to better paid jobs, leadership positions. Because they are exempt from housework and care work, they can devote much more to agricultural work, while performing other tasks that require education or some technical competence. Currently, in the project's intervention areas, women do not benefit as much as men from resources, rights and opportunities, considering the gender obstacles identified above.

13. Political participation

The CRA stipulates that everyone has the right to participate in political life and in the management of public affairs, directly or through freely elected representatives (article 52). Article 53 ensures access to public positions; article 54 establishes the right to suffrage; and article 55 guarantees freedom to form political associations and political parties. However, women are still significantly underrepresented in public positions, at the three powers level. For example, in the project's intervention provinces, in the Government, the women representation is low, if we consider the available positions. In Bié, there are 25 women, but none holds a position above municipal administrator. In Huambo – one of the three provinces that have a female governor –-there are 12 women; while in Moxico, there are only four – the lowest rate nationwide (MASFAMU, 2021).

Information provided by the Angolan State on women's participation in public life presents the following scenario: In Parliament, 30%; Executive, 41%; Ministers, 19%; Secretaries of State, 22.2%; Provincial Governors, 31.6%; Deputy Governors, 28%; Municipal Administrators, Diplomats, 40%. In the public sector, women occupy 35.5% of management and leadership positions (CEDAW, 2021). The data above illustrate that, for a country where 52.5% of the population are women, the indicators are strikingly far from the assumed promotion of equity and equality in the light of CEDAW and the Maputo Protocol (HRMI, 2022).

Consultants and activists' empirical work experiences in rural communities, and reports and other documents have shown that, in fact, men often have more decision-making power than women. For example, on Onjango – place where topics and solutions to community problems are debated –men are usually in charge. They normally take the front seats, while women occupy the rear ones. Women are sometimes placed in seats, without the possibility of voicing themselves; other times, they are not even invited. They rarely speak.

A low representation of women has been reported in community committees for the management of natural resources, especially water resources management. Similarly, the level of women's participation in community listening councils – institutional consultation mechanisms between local and traditional authorities – is insignificant (GOV, 2022).

In the family, women may have decision-making power, but they often lack the last word, which is generally reserved for men, as found in previous consultancy studies in Bié and Huambo. Similar observations were made in an informal conversation with organizations working in Moxico province. Women are also underrepresented in the national framework of traditional authorities. Data from the National Directorate of Communities and Institutions of Traditional Power (MCT) show that 1,869 out of 40,075 traditional authorities are women (CIERNDH, 2023).

Considering gender stereotypes, Angolan society, in general, tends to be more demanding of women than of men, compromising their autonomy and freedom to participate in negotiations and decide, both in the private and public spheres. Although women are involved in decision-making, they are often underrepresented in top positions; gender restrictions jeopardize their ability to speak and be heard, especially in rural areas. One of the strategies adopted by different organizations in Bié, Huambo and Moxico is to promote cooperatives composed only of women. In these forums, they are trained in leadership, financial management and other relevant gender and women's rights topics. In a context of women's historical silencing, the possibility of creating "safe" spaces for them can be strategic to accelerate their participation in public affairs.

In general, the abilities of women and men to make free decisions and exercise power over their bodies, whether in the household, in the community, in the municipality or in the State, are closely associated with factors such as gender, levels of poverty, education, geographic region, disability, etc.

14. Conclusions & recommendations

In conclusion, the social processes of vulnerability in Angola affect many people, but women and girls need to play a crucial role in the process about ecosystems restoration and better agriculture practices. In this context, Moxico province deserves special attention, because it falls below in most social indicators, compared to Bié and Huambo.

In the three provinces of the project, women and girls seems to have less access to resources, goods, services, heritage, rights, and opportunities. However, they outnumber men in agricultural food production and water supply. For example, with global

warming and droughts surge, floods often occur; the soil becomes degraded affecting food and water supply. In this scenario, small farmers suffer much more than large companies' owners.

Considering the objectives of Land and Forest Restoration processes (Crossland et.al, 2022), women should participate in programs and activities aimed to reach these goals. This implies additional care in planning and conducting project tasks, paying attention to the number of meetings, hours, duration of trainings or workshops, etc. Therefore, this requires improving women's well-being through ecosystem restoration and access to resources in an equitable manner (food, food security, paid work, healthcare, among others).

The recommendations are specified in the action plan below, but the focus must be on women's literacy, as it has been considered as the main source of access to other rights. As well, investment in increasing financial literacy and empowerment of women and people with disabilities is recommended, including specific actions to raise awareness among men.

Finally, an investment in women's empowerment is needed through a strategic decision-making skills action, aiming at changing the gender norms that impact the current configuration of inequalities in those areas to be intervened.

A. Gender Plan of Action

The Gender Action Plan will be revised and updated within the first year of the project for approval by the Steering Committee. Additionally, assistance will be given through the hiring of a part time Local Gender Specialist for the first three years to ensure that general considerations are taken into account in the development of SLM planning tools, DSL and planning itself, and initial implementation. The local general specialist will additionally help to build capacity for the technical officer for gender and safeguards in Luanda. The budget for the Local Gender Specialist to assist in the development of the final Gender Action Plan is USD$ 105,000. A senior International Safeguards Specialist will also provide supervision to gender considerations at key stages in the project as outlined in the detailed budget. Reporting of indicators is included in the M&E budget.

Objective	Action	Indicators and Goals	Responsible/ Institution	Timeline	Budget
Component#1 ProDoc- Enabling conditions created for scaling ecosystem restoration through informed, inclusive, and coherent policy, planning instruments, incentives, and multi-stakeholder structures.					
1. Strengthen women and men's capacities in decision/policy making, management, planning and implementation of policies related to access to land, reforestation, and soil recovery.	1.1. Support the training and capacity building of national, provincial, and sectoral managers and officials on legislation matters and on the development of policies related to the use, access and soil recovery. 1.1.2. Incorporate and encourage women in decision-making within the sustainable land management (SLM) governance mechanisms.	Baseline#0 Indicator: Number of beneficiaries differentiated by gender. 1.1.1. Goal: 50% of people who received training and awareness about SLM techniques recovery are women. 1.1.2. 3 cooperatives developed are for women.	MINAMB in partnership with other ministries.	2 Years - Indicator 7 Years - Goals	Included in the budget.
1.2. Increase access to land and rights for women, young people, elderly, people with disabilities.	1.2. Guaranteed equitable access, eliminating bureaucratic barriers in access to land and food.	Baseline#0 Indicator: % of women leading their own business and family finances. 1.2. Goal: 3 women's cooperatives created with access to land / forest; improved access to financing	MINAMB and other ministries, Provincial Governments, Banks, Micro-Credit and NGOs.	Midterm indicator (0) TE indicator (3)	Integrated within SLM Planning and M&E budget
Component#2 ProDoc: Demonstration projects promote innovations and benefits of ecosystem restoration and improved-land management.					

Objective	Action	Indicators and Goals	Responsible/ Institution	Timeline	Budget
2. Increase women's participation in decision making and planning and empowerment during plan implementation	2.1. Diagnose the gender situation and its relationship with the restoration of degraded lands for food security and poverty reduction and include women as part of the SLM planning process to be applied when developing detailed restoration and conservation plans with the communities also their experience on land restorations. 2.2 Women are benefiting directly from implementation of SLM Plans	Baseline#0 Indicator: Report elaborated 2.1.1. Goal: 50% women participating in SLM Planning and decision making. 2.2.1 the number of people directly benefiting – at least 50% are women.	Project coordination under a gender consultant's guidance	MTR (50%) TE (50%)	As part of planning budget
Component 3: Leveraged and Sustainable financing to promote & scale-up and scale-out SLM and global environmental benefits					
3. Educate and train women,	3.1. Targeted literacy programs for women, developing general capabilities for farming techniques as well as financial knowledge and capacity	Baseline#0 Indicator: Number of women who benefited from the literacy course. 3.1.1. Goal: 90% of women who completed the course use soil recovery and food production techniques.	MINAMB, partnership with MASFAU, the provincial governments of Bié, Huambo and Moxico		
	3.2. Train communities involved in the project, especially women, on planning tools and use of inputs.	Baseline#0 Indicator: At least 50% of trained personnel in CoPs and at Farm Field Schools are women. 3.2.1. Goal: 75% of women surveyed agree to improvement due to	MINAB, MINFAMU, IDA and IDF		Included in budget for component 3 and 4

Objective	Action	Indicators and Goals	Responsible/ Institution	Timeline	Budget
		SLM plan implementation			
Component#4 ProDoc: Knowledge management, raising awareness and understanding, including supporting gender mainstreaming in ecosystem restoration, and participation in the GCP					
4.1. Increase access to financing by combating social inequalities.	4.1.1. improve access to micro financing for women, and women's cooperatives	Baseline#0 Indicator: 50% of the people benefiting from the financing are women, young people, the elderly and people with disabilities. 4.1.1. At least 3 cooperatives in the project areas benefit from micro-credit.	MINMAB Provincial Governments, Banks, and Micro-Credit	MTR and TE (3)	
4.2. Empower communities on gender issues and family care.	4.2.1. Provide training and other developmental skills to relevant target groups of women and men in project areas, on gender equity.	Baseline#0 Indicator: Number of beneficiaries differentiated by gender. 4.2.1. Goal: gender and family consideration are incorporated into SLM training and planning. 4.2.1. At least 35% of the men who participated in the training apply the acquired knowledge.	UNDP in partnership with CACS and NGOs	MTR- all 5 planning sessions have included gender considerations. TE all planning and training contains gender considerations	
Component 4: Knowledge management, raising awareness and understanding, including supporting gender mainstreaming in SLM					
5.1. Produce lessons learned reports based on the project experience	5.1.1 Report ready to discuss the main conclusions and recommendations. 5.1.2. Incorporate gender-sensitive indicators and sex-disaggregated data collection to monitor	Baseline#0 Indicator: % of staff from ministries and provincial authorities who participate in workshops are women.	MINAMB	MTR and TE	

Objective	Action	Indicators and Goals	Responsible/ Institution	Timeline	Budget
	and evaluate project results. 5.1.3. Monitor and evaluate people's equality, participation, and empowerment through project interventions.	5.1. Goals: At least 50% of workshop participants and researchers are women. Sex-disaggregated and gender-sensitive Results and Targets, included in the results framework and other multi-level monitoring and evaluation formats.			
5.2. Establish cooperation with colleges and universities	5.2.1 Improve understanding of gender issues related to values chain on land recovery, and food production to reduce poverty, to guarantee the rights of women, during SLM implementation 5.2.2 Support research to identify issues linked to gender equality, related to soil recovery, food production based on a planned intervention.	Baseline#0 Indicator: % of project participants are women. 5.2. Goal: At least 50% of students and researchers with the universities engaged in the project are women.	UNDP, Catholic University, Agostinho Neto University, Agrarian Institute of Huambo, Lueji Ya Konda University, José Eduardo dos Santos University.	Goal is 50% of participation from academia is women.	
				Total	**US$ NA**

Annex 11: Procurement Plan for Year 1

Procurement Process:

MINAMB/INBC, through the PMU, will be responsible for procurement of local consultants, local goods and services. The UNDP will provide services for Procurement based on the LOA (Annex 13) for consultants, international travel, and certain goods and services. Procurement will be based on assessing at least 3 cost estimates where possible.
In general, procurement needs will be identified by the technical staff, for example the GIS Analyst

Procurement will be done based on:

- Best Value for Money, which consists of the selection of the offer that best meets the end-users' needs and that presents the best return on investment. Best Value for Money is the result of several factors, including quality, experience, the vendor's reputation, life-cycle costs and benefits, and parameters that measure how well the good or service allows the organization to meet its social, environmental or other strategic objectives.
- Fairness, Integrity and Transparency, which ensures that competitive processes are fair, open, and rules based. All potential vendors should be treated equally, and the process should feature clear evaluation criteria, unambiguous solicitation instructions, realistic requirements, and rules and procedures that are easy to understand.
- Effective International Competition, understood as giving all potential vendors timely and adequate information on UNDP requirements, as well as equal opportunity to participate in procurement actions, and restricting them only when it is absolutely necessary to achieve UNDP development goals; and;
- In the best interest of UNDP, which means that any business transactions must conform to the mandates and principles of UNDP and the United Nations.

Roles and Responsibilities

- Project manager/Coordinator will oversee the procurement and delivery of the required goods and services, and will be required to sign purchase orders over USD$X.

- Technical staff/managers will create the statement of work and oversee the technical vendor requirements. They will be responsible for filling out internal purchase requisitions and sourcing from 3 potential vendors or filling out a sole source justification form. Principle negotiator for prices and delivery.

- Financial Officer will monitor the process and control the budget, schedule, and project risks; and procurement process and report to the Project Manager/Coordinator. Develop internal purchase requisition forms and review purchase orders. Review prices and delivery of goods and services. Work with the MINAMB/INBC and UNDP legal team to prepare contracts. The financial officer will be able to sign for any purchases up to an amount of USD$X independently. Managing requisitions to MINAMB/INBC administration; Receiving and reviewing invoices prior to submission to MINAMB/INBC financial administration for payment. Monitor vendor payment. Maintain records for budgeting.

- Contract managers who provide advice and documentation related to the project's contract requirements.

- C-level executives who provide services on a contract and make decisions related to the contract. These executives are responsible for reviewing and approving the final contract agreements.

- Lawyers who help with the creation of the contracts and provide advice for any related legal requirements.

Procurement timeline

Item	Month (Year 1)											
	1	2	3	4	5	6	7	8	9	10	11	12
Contract Luanda PMU		X										
Contract Huambo and Luena PMU staff							X					
Advertise for technical staff	X	X										
Contract technical staff			X	X								
Rent venue for Inception Workshop				X								
Contract for local Gender Specialist				X								
Contract International landscape specialist (initial tasks is to run CI-WRI diagnostic tool)						X						
Contract International SES specialist				X								
Contract local Legal Advisor							X					
Contract Int. Capacity Building specialist		X	X									
Contract International Finance Consultant				X								
Purchase Luanda vehicle					X							
Purchase computers and software; any office furniture needed for Luanda PMU			X									
Contract web site and knowledge platform developer						X						
Identify and cost responsible parties for SLM planning and plan implementation under component 2									X	X	X	X

Annex 12: Additional agreements: letters of financial commitments

(Attached separately – Co-financing letters)

Annex 13: Signed LOA between UNDP and IP requesting UNDP Support Services

(Attached separately - draft)

Annex 14: GEF CEO Endorsement/Approval

Link

Annex 15: On-Granting Provisions Applicable to the Implementing Partner

On-granting clauses for non-UNDP Implementing Partners can be found here. This applies in cases where on-granting is built into the design and to the extent that it complies with the UNDP Policy on Low Value Grants (LVGs).

Annex 16: Terms of Reference for Project Board and Project Team

(Attached Separately – to be developed)

Annex 17: GEF Core indicators

(Attached Separately)

Annex 18: GEF Taxonomy

Level 1	Level 2	Level 3	Level 4
☒ **Influencing models**			
	☒ **Transform policy and regulatory environments**		
	☒ **Strengthen institutional capacity and decision-making**		
	☒ **Convene multi-stakeholder alliances**		
	☐ **Demonstrate innovative approaches**		
	☒ **Deploy innovative financial instruments**		
☒ **Stakeholders**			
	☐ **Indigenous Peoples**		
	☒ **Private Sector**		
		☐ Capital providers	
		☒ Financial intermediaries and market facilitators	
		☐ Large corporations	
		☒ SMEs	
		☒ Individuals/Entrepreneurs	
		☐ Non-Grant Pilot	
		☐ Project Reflow	
	☒ **Beneficiaries**		
	☒ **Local Communities**		
	☒ **Civil Society**		
		☒ Community Based Organization	
		☒ Non-Governmental Organization	
		☒ Academia	
		☐ Trade Unions and Workers Unions	
	☒ **Type of Engagement**		
		☒ Information Dissemination	
		☒ Partnership	
		☒ Consultation	
		☒ Participation	
	☒ **Communications**		
		☒ Awareness Raising	
		☒ Education	
		☐ Public Campaigns	
		☒ Behaviour Change	
☒ **Capacity, Knowledge and Research**			
	☒ **Enabling Activities**		
	☒ **Capacity Development**		
	☒ **Knowledge Generation and Exchange**		
	☐ **Targeted Research**		
	☒ **Learning**		
		☒ Theory of Change	
		☐ Adaptive Management	
		☒ Indicators to Measure Change	
	☐ **Innovation**		
	☒ **Knowledge and Learning**		
		☒ Knowledge Management	
		☒ Innovation	
		☒ Capacity Development	
		☒ Learning	
	☒ **Stakeholder Engagement Plan**		
☒ **Gender Equality**			
	☐ **Gender Mainstreaming**		
		☒ Beneficiaries	
		☒ Women groups	

Level 1	Level 2	Level 3	Level 4
		☒Sex-disaggregated indicators	
		☒Gender-sensitive indicators	
	☒**Gender results areas**		
		☒Access and control over natural resources	
		☒Participation and leadership	
		☒Access to benefits and services	
		☒Capacity development	
		☒Awareness raising	
		☒Knowledge generation	
☒**Focal Areas/Theme**			
	☒**Integrated Programs**		
		☐Commodity Supply Chains (Good Growth Partnership)	
			☐Sustainable Commodities Production
			☐Deforestation-free Sourcing
			☐Financial Screening Tools
			☐High Conservation Value Forests
			☐High Carbon Stocks Forests
			☐Soybean Supply Chain
			☐Oil Palm Supply Chain
			☐Beef Supply Chain
			☐Smallholder Farmers
			☐Adaptive Management
		☐Food Security in Sub-Sahara Africa	
			☐Resilience (climate and shocks)
			☐Sustainable Production Systems
			☐Agroecosystems
			☐Land and Soil Health
			☐Diversified Farming
			☐Integrated Land and Water Management
			☐Smallholder Farming
			☐Small and Medium Enterprises
			☐Crop Genetic Diversity
			☐Food Value Chains
			☐Gender Dimensions
			☐Multi-stakeholder Platforms
		☒Food Systems, Land Use and Restoration	
			☒Sustainable Food Systems
			☒Landscape Restoration
			☒Sustainable Commodity Production
			☒Comprehensive Land Use Planning
			☒Integrated Landscapes
			☒Food Value Chains
			☒Deforestation-free Sourcing
			☒Smallholder Farmers
		☐Sustainable Cities	
			☐Integrated urban planning
			☐Urban sustainability framework
			☐Transport and Mobility
			☐Buildings
			☐Municipal waste management
			☐Green space
			☐Urban Biodiversity
			☐Urban Food Systems
			☐Energy efficiency
			☐Municipal Financing
			☐Global Platform for Sustainable Cities

Level 1	Level 2	Level 3	Level 4
			☐ Urban Resilience
	☒ **Biodiversity**		
		☒ Protected Areas and Landscapes	
			☒ Terrestrial Protected Areas
			☐ Coastal and Marine Protected Areas
			☒ Productive Landscapes
			☐ Productive Seascapes
			☐ Community Based Natural Resource Management
		☒ Mainstreaming	
			☐ Extractive Industries (oil, gas, mining)
			☒ Forestry (Including HCVF and REDD+)
			☒ Tourism
			☒ Agriculture & agrobiodiversity
			☐ Fisheries
			☐ Infrastructure
			☐ Certification (National Standards)
			☐ Certification (International Standards)
		☐ Species	
			☐ Illegal Wildlife Trade
			☐ Threatened Species
			☐ Wildlife for Sustainable Development
			☐ Crop Wild Relatives
			☐ Plant Genetic Resources
			☐ Animal Genetic Resources
			☐ Livestock Wild Relatives
			☐ Invasive Alien Species (IAS)
		☒ Biomes	
			☐ Mangroves
			☐ Coral Reefs
			☐ Sea Grasses
			☐ Wetlands
			☐ Rivers
			☐ Lakes
			☐ Tropical Rain Forests
			☒ Tropical Dry Forests
			☐ Temperate Forests
			☒ Grasslands
			☐ Paramo
			☐ Desert
		☒ Financial and Accounting	
			☒ Payment for Ecosystem Services
			☐ Natural Capital Assessment and Accounting
			☒ Conservation Trust Funds
			☒ Conservation Finance
		☐ Supplementary Protocol to the CBD	
			☐ Biosafety
			☐ Access to Genetic Resources Benefit Sharing
	☒ **Forests**		
		☐ Forest and Landscape Restoration	
			☐ REDD/REDD+
		☒ Forest	
			☐ Amazon
			☐ Congo

Level 1	Level 2	Level 3	Level 4
			☒ Drylands
	☒ **Land Degradation**		
		☒ Sustainable Land Management	
			☒ Restoration and Rehabilitation of Degraded Lands
			☐ Ecosystem Approach
			☒ Integrated and Cross-sectoral approach
			☒ Community-Based NRM
			☒ Sustainable Livelihoods
			☒ Income Generating Activities
			☒ Sustainable Agriculture
			☒ Sustainable Pasture Management
			☒ Sustainable Forest/Woodland Management
			☒ Improved Soil and Water Management Techniques
			☒ Sustainable Fire Management
			☐ Drought Mitigation/Early Warning
		☒ Land Degradation Neutrality	
			☒ Land Productivity
			☒ Land Cover and Land cover change
			☒ Carbon stocks above or below ground
		☐ Food Security	
	☒ **International Waters**		
		☐ Ship	
		☐ Coastal	
		☒ Freshwater	
			☐ Aquifer
			☒ River Basin
			☐ Lake Basin
		☐ Learning	
		☐ Fisheries	
		☐ Persistent toxic substances	
		☐ SIDS : Small Island Dev States	
		☐ Targeted Research	
		☐ Pollution	
			☐ Persistent toxic substances
			☐ Plastics
			☐ Nutrient pollution from all sectors except wastewater
			☐ Nutrient pollution from Wastewater
		☐ Transboundary Diagnostic Analysis and Strategic Action Plan preparation	
		☐ Strategic Action Plan Implementation	
		☐ Areas Beyond National Jurisdiction	
		☐ Large Marine Ecosystems	
		☐ Private Sector	
		☐ Aquaculture	
		☐ Marine Protected Area	
		☐ Biomes	
			☐ Mangrove
			☐ Coral Reefs
			☐ Seagrasses
			☐ Polar Ecosystems
			☐ Constructed Wetlands
	☐ **Chemicals and Waste**		
		☐ Mercury	
		☐ Artisanal and Scale Gold Mining	

Level 1	Level 2	Level 3	Level 4
		☐ Coal Fired Power Plants	
		☐ Coal Fired Industrial Boilers	
		☐ Cement	
		☐ Non-Ferrous Metals Production	
		☐ Ozone	
		☐ Persistent Organic Pollutants	
		☐ Unintentional Persistent Organic Pollutants	
		☐ Sound Management of chemicals and Waste	
		☐ Waste Management	
			☐ Hazardous Waste Management
			☐ Industrial Waste
			☐ e-Waste
		☐ Emissions	
		☐ Disposal	
		☐ New Persistent Organic Pollutants	
		☐ Polychlorinated Biphenyls	
		☐ Plastics	
		☐ Eco-Efficiency	
		☐ Pesticides	
		☐ DDT - Vector Management	
		☐ DDT - Other	
		☐ Industrial Emissions	
		☐ Open Burning	
		☐ Best Available Technology / Best Environmental Practices	
		☐ Green Chemistry	
	☒ **Climate Change**		
		☒ **Climate Change Adaptation**	
			☐ Climate Finance
			☐ Least Developed Countries
			☐ Small Island Developing States
			☐ Disaster Risk Management
			☐ Sea-level rise
			☒ Climate Resilience
			☐ Climate information
			☐ Ecosystem-based Adaptation
			☐ Adaptation Tech Transfer
			☐ National Adaptation Programme of Action
			☐ National Adaptation Plan
			☐ Mainstreaming Adaptation
			☐ Private Sector
			☐ Innovation
			☐ Complementarity
			☐ Community-based Adaptation
			☐ Livelihoods
		☐ **Climate Change Mitigation**	
			☒ Agriculture, Forestry, and other Land Use
			☐ Energy Efficiency
			☐ Sustainable Urban Systems and Transport
			☐ Technology Transfer
			☐ Renewable Energy
			☒ Financing
			☐ Enabling Activities
		☐ **Technology Transfer**	
			☐ Poznan Strategic Programme on Technology Transfer

Level 1	Level 2	Level 3	Level 4
			☐Climate Technology Centre & Network (CTCN)
			☐Endogenous technology
			☐Technology Needs Assessment
			☐Adaptation Tech Transfer
		☐**United Nations Framework on Climate Change**	☐Nationally Determined Contribution
	☒ **Rio Markers**		
		☒Paris Agreement	
		☒Sustainable Development Goals	
		☐Climate Change Mitigation 0	
		☒Climate Change Mitigation 1	
		☐Climate Change Mitigation 2	
		☐Climate Change Adaptation 0	
		☒Climate Change Adaptation 1	
		☐Climate Change Adaptation 2	

Annex 19: Results of the Partners Capacity Assessment Tool (PACT) and HACT Micro Assessment

(Attached separately)

Annex 20: UNDP Project Quality Assurance Report

(Attached separately – to be completed in UNDP online corporate planning system)

Annex 21: Country Context, Background and Project Rationale

(Attached separately)

Annex 22: Detailed Components, Outcomes and Outputs

(Attached separately)