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ANNEX 2

to the Commission Implementing Decision on the financing of the annual action plan in favour of Angola for 2024

Action Document for Angola's Natural Heritage: Governance and Ecotourism in Conservation Areas

ANNUAL ACTION PLAN

This document constitutes the annual work programme within the meaning of Article 110(2) of the Financial Regulation, within the meaning of Article 23 of the NDICI-Global Europe Regulation.

1 SYNOPSIS

1.1 Action Summary Table

1. Title CRIS/OPSYS business reference Basic Act	Angola's Natural Heritage: Governance and Ecotourism in Conservation Areas OPSYS number: ACT-62524 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
2. Team Europe Initiative	Yes TEI Diversification of Economy and Public Financial Management Angola ¹
3. Zone benefiting from the action	The action shall be carried out in Angola, with some activities focusing on selected Conservation Landscapes ²
4. Programming document	2021-2027 Multi-annual Indicative Programme (MIP) Angola ³
5. Link with relevant MIP(s) objectives / expected results	Priority Area 1: Sustainable economic diversification Specific Objective 1: Improved competitiveness and sustainability of the local private sector in Angola Result a) Sustainable value chains and circular productions established, including increased (systemic) resilience to climate shocks and livelihood challenges Result e) Cross-sectoral policies promoting integrated approaches to ecosystem management and ocean governance adopted. Specific Objective 3: Support environmental governance and scaling up circular economy Result a) Environmental governance instruments aligned to Paris Agreement and the Sendai Framework for Disaster Risk Reduction 2015-2030 Result b) Resource efficiency and sustainable consumption and production promoted Priority Area 3: Human development

¹ [Angola | Team Europe Initiative and Joint Programming tracker \(europa.eu\)](#)

² Potentially Quiçama, Luando-Cagandala-Cuanza and Cameia.

³ Commission Decision on the adoption of the National Indicative Programme between the European Union and Angola C(2021) 9359 final of 15.12.2021.

	Specific objective 1. To improve access, quality and relevance of TVET and Higher Education Result a) Improved school network and regulations related to TVET included identifying labour needs for VET focused on promoting skills and employability			
PRIORITY AREAS AND SECTOR INFORMATION				
6. Priority Area(s), sectors	Priority Area 1: Sustainable economic diversification - Sectors: Improved competitiveness and sustainability of the local private sector in Angola (DAC Code 250); Support environmental governance and scaling up the circular economy (DAC Code 410) Priority Area 3: Human development - Sector: To improve access, quality and relevance of TVET and Higher Education (DAC Code 110)			
7. Sustainable Development Goals (SDGs)	Main SDG: Life on Land (SDG 15) Other significant SDGs (up to 9) and where appropriate, targets: No poverty (SDG 1), Quality education (SDG 4), Gender equality (SDG 5), Decent work and economic growth (SDG 8), Reduced Inequalities (SDG 10), Sustainable cities and communities (SDG 11), Responsible consumption and production (SDG12), Climate action (SDG 13)			
8 a) DAC code(s)	41010 - Environmental policy and administrative management 18% 41030 - Biodiversity 54% 11330 - Vocational Training 28%			
8 b) Main Delivery Channel	Multilateral Organisations – 40000; Donor Government – 11000			
9. Targets	<input type="checkbox"/> Migration <input checked="" type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input checked="" type="checkbox"/> Biodiversity <input checked="" type="checkbox"/> Education <input checked="" type="checkbox"/> Human Rights, Democracy and Governance			
10. Markers (from DAC form)	General policy objective @	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Aid to environment @	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Trade development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Principal objective
	Biological diversity @	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Combat desertification @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Climate change mitigation @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation @	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
11. Internal markers and Tags	Policy objectives	Not targeted	Significant objective	Principal objective
	Digitalisation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	digital connectivity	YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>	
	digital governance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	digital entrepreneurship	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	digital skills/literacy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	digital services	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	Connectivity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	digital connectivity	YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>	
energy	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
transport	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
health	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
education and research	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
Migration @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Reduction of Inequalities @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Covid-19 @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
BUDGET INFORMATION				
12. Amounts concerned	Budget line: 14.020122 Total estimated cost: EUR 25 000 000 Total amount of EU budget contribution: EUR 25 000 000 The Action is part of the Team Europe Initiative ‘Diversification of Economy and Public Financial Management Angola’ which includes the participation of the European Investment Bank (EIB), France/AFD, the Netherlands and Portugal ⁴ .			
MANAGEMENT AND IMPLEMENTATION				
13. Type of financing	Indirect management with an entity(ies) to be selected in accordance with the criteria set out in section 4.4.1.			

1.2 Summary of the Action

Angola was once one of Africa’s wealthiest countries in terms of biodiversity thanks to its vast size, inter-tropical location, and varied altitudes and ecoregions. Angola’s climatic diversity, combined with ecological variability and diverse soils, creates a range of bioclimatic zones from dense tropical forests to deserts. However, natural hazards such as floods, erosion, droughts, and epidemics, exacerbated by climate change, threaten sustainable development.

The Action aims to restore biodiversity loss and sustainably improve the quality of life of local communities in selected Conservation Landscapes with a positive impact on climate change mitigation and adaptation, while positioning Angola as an ecotourism destination. The specific objectives are to: (1) Enhance policy, regulatory and institutional frameworks relevant for the sustainability, integrated management, restoration, long-term financing of Conservation Landscapes and for the development of ecotourism; (2) Strengthen the effectiveness of the institutions at national,

⁴ There are no MS indicative contributions available

provincial, municipal, and local levels, including local communities and indigenous people, in the preservation of beneficiary Conservation Landscapes; and (3) Improve the conservation, management, and use of biodiversity, wildlife and ecosystem goods and services in the beneficiary Conservation Landscapes, ensuring the inclusion of the local communities, particularly women, children, youth, and vulnerable populations.

The Action focuses on enhancing governance and law enforcement, including direct support to the National Institute of Biodiversity and Conservation (Instituto Nacional da Biodiversidade e Conservação - INBC) and its protected areas management partners, to ensure the protection of biodiversity and the integrity of conservation areas. By implementing effective management practices, involving local communities in conservation efforts and providing them with diversified economic opportunities, the Action contributes to restoring biodiversity while improving the quality of life for residents through sustainable and equitable livelihood opportunities. These initiatives, combined with enhanced Technical and Vocational Education and Training (TVET) and higher education which respect biodiversity, will not only attract international visitors but also positively preserve ecosystems and impact climate change mitigation and adaptation, fostering a resilient and economically diversified nation.

The Action will contribute to Priority Area 1 (Sustainable Economic Diversification) and Priority Area 3 (Human Development) of the 2021-2027 European Union (EU) Multi-annual Indicative Programme (MIP) for Angola.

The Action is part of the Team Europe Initiative (TEI) on Climate Change Adaptation and Resilience in Africa as part of the EU-Africa Global Gateway Investment Package⁵ under the green investment section. At the European policy level, the Action is aligned with the European Green Deal⁶, the NaturAfrica flagship initiative⁷, included in the EU Biodiversity Strategy for 2030⁸ (which sets an ambitious agenda to bend the curve of biodiversity loss by addressing all key drivers and to protect, restore and promote the sustainable use of ecosystems). The integrated landscape approach promoted here is fully aligned on NaturAfrica's three pillars: conservation, green economy and participative governance of natural resources.

The Action is part of the TEI Diversification of Economy and Public Financial Management in Angola. It will also align with opportunities identified by the Larger than Elephants strategic inputs and Lobito Corridor developments⁹.

The Action is aligned with the EU Gender Action Plan III 2021-2025¹⁰ and its key thematic areas of engagement as well as with the EU policy to tackle inequalities in developing countries¹¹, in particular by increasing the participation of women and girls, youth, ethnic minorities and persons with disabilities in decision-making processes on environment and climate change issues and in the green economy.

The Action will contribute to the Agenda 2030 Goals, notably: Life on Land (SDG 15), No poverty (SDG 1), Quality Education (SDG 4), Gender equality (SDG 5), Decent work and economic growth (SDG 8), Reduced Inequalities (SDG 10), Sustainable cities and communities (SDG 11), Responsible consumption and production (SDG 12), Climate action (SDG 13).

1.3 Zone benefitting from the Action

The Action shall be carried out in Angola which is included in the list of ODA recipients.

2 RATIONALE

2.1 Context

Angola, once one of Africa's wealthiest countries in terms of biodiversity, owes this richness to factors like its vast size, inter-tropical location, and varied altitudes and ecoregions. The country's climatic diversity, combined with ecological variability and diverse soils, creates a range of bioclimatic zones from dense tropical forests to deserts. However, natural hazards such as floods, erosion, droughts, and epidemics, exacerbated by climate change, threaten

⁵ [EU-Africa: Global Gateway Investment Package - European Commission \(europa.eu\)](#)

⁶ [A European Green Deal \(europa.eu\)](#)

⁷ [DIRECTORATE-GENERAL FOR INTERNATIONAL PARTNERSHIPS - NaturAfrica: a new structure to support biodiversity and development in Africa \(europa.eu\)](#)

⁸ [Communication COM/2020/380: EU Biodiversity Strategy for 2030 - Bringing nature back into our lives | Knowledge for policy \(europa.eu\)](#)

⁹ [Larger than Elephants, including the Cagandala-Luando landscape \(SAF 19\)](#) partly inside the Lobito corridor

¹⁰ [Gender Action Plan III – a priority of EU external action \(europa.eu\)](#)

¹¹ Commission Staff Working Document on Implementation of the new European Consensus on Development – Addressing inequality in partner countries SWD(2019) 280 final of 14.6.2019.

sustainable development. Sea level rise also poses a major threat to coastal populations, where 50% of Angolans reside. Angola ranks 144th in the climate vulnerability index¹².

National Parks, established since the colonial era and covering about 13% of the national territory, have suffered greatly from wars, mismanagement, and abandonment, leading to significant biodiversity loss and ecosystem degradation. Over the past two decades, factors such as illegal extraction, deforestation, inappropriate agro-pastoral practices, over-hunting, spread of invasive species, rapid population growth, poor governance, and climate change have compounded these issues, impacting local communities and locking vulnerable rural populations into unsustainable land-use practices. Biodiversity loss affects different groups disproportionately and has severe intergenerational impacts. Indigenous communities, women, children, youth, ethnic minorities, and people with disabilities are disproportionately affected, facing increased human-wildlife conflicts.

Angola faces the challenge of rehabilitating biodiversity in its National Parks and Conservation Areas, providing resources sustainably for a growing population, and adapting to climate change. The government is working to restore National Parks and Conservation Areas through integrated valuation, infrastructure renovation, sustainable land management, resettlement and restocking of animals, inclusive training, and sustainable community involvement.

Angola's Constitution stipulates that the State adopts the necessary measures for the protection of the environment and species of flora and fauna, the maintenance of ecological balance, the exploitation and rational use of all natural resources, within the framework of sustainable development and respect for the rights of future generations and the preservation of different species.

The 2010 National Policy for Forestry, Wildlife and Conservation Areas foresees the protection and conservation of native forests. The 2019-2025 National Biodiversity Strategy and Action Plan propose a vision that Angolan biodiversity should be valued, converted, restored and wisely used, maintaining ecosystem services and a healthy and unpolluted environment as well as sharing essential benefits for all people. Angola signed the Kunming-Montreal Global Biodiversity Framework (GBF) in 2022. The GBF aims to catalyse, enable, and galvanise urgent and transformative action to halt and reverse biodiversity loss. Target 3 aims at conserving 30% of its terrestrial, inland water, and coastal and marine areas by 2030 through ecologically representative and well-connected systems of protected areas and other effective area-based conservation measures. It also includes targets to halt species extinction and reduce extinction risk, scale up conservation efforts, and increase financial resources for biodiversity.

The 2020-2035 National Strategy for Climate Change (Estratégia Nacional para as Alterações Climáticas de Angola - ENAC) defines the country's vision for climate change as follows: "Angola adapted to the impacts of climate change with a low carbon development pathway that contributes to the eradication of poverty". Angola is a party to the Paris Agreement and submitted an updated Nationally Determined Contribution (NDC) in 2021. The NDC considers forests, ecosystems and biodiversity as a priority sector for adaptation. It notably proposes to improve the management of existing conservation areas and continue the process of creating new ones. Women empowerment and gender equality are intrinsic to this¹³.

In addition, Angola aims to diversify its economy also through ecotourism, as highlighted by the President at the 2019 World Tourism Forum. This aim is supported by the National Tourism Development Plan (Plano Nacional de Fomento ao Turismo - PLANATUR) for 2024-2027. This plan, valued at USD 300 000 000, will ensure the training and qualification of staff for the provision of services and improve the legal and regulatory framework, aiming to promote tourism in the country.

Angola's long term development strategy ("Angola 2050") aims to reverse the decline of biodiversity ecosystems and species of flora and fauna, as a provider of economic benefits as a result of better utilisation of natural resources in conservation areas. In the light of a foreseeable scarcity of public resources in the near future, Angola 2050 suggests to actively involve private sector agents, structured by regulatory institutions, and to legislate towards this transition.

2.2 Problem Analysis

Governance and Law Enforcement

Recent assessments highlight significant weaknesses in Angola's protected areas' system¹⁴ due to lack of human, financial and technical resources at the National Institute of Biodiversity and Conservation (Instituto Nacional da Biodiversidade e Conservação - INBC). The INBC operates under the Ministry of Environment and has been actively

¹² <https://climatepromise.undp.org/what-we-do/where-we-work/angola>

¹³ By enhancing gender equality, visibility is given to women's roles in managing environments and actively engages them in conservation efforts.

¹⁴ Huntley et al., 2019; Russo et al., 2022; Ministério do Ambiente, 2023; Vaz Pinto et al., 2023; Russo, 2024.

involved in various projects aimed at combating wildlife trafficking, reducing human-wildlife conflict, and promoting the sustainable use of natural resources. However, INBC currently does not have the resource to effectively manage the Angola network of Protected Areas. Borders of most parks are not recognised, marked, or respected, and National Parks are seldom patrolled or monitored. Many parks have inhabitants living within their boundaries, often in large villages, who illegitimately harvest natural resources, including timber, charcoal, and wildlife. Commercial farms and recreational facilities have also been established within some parks. Infrastructure is often in disrepair, staff are poorly managed and motivated, and conservation efforts are generally ineffective. As a result, large mammals and other wildlife are present more by chance than due to conservation efforts.

Landscape Management and Conservation

A landscape approach in the conservation sector is a comprehensive strategy that aims to integrate conservation efforts with sustainable land use practices across large geographic areas. This approach recognises that biodiversity and ecosystem services extend beyond the boundaries of protected areas and that human activities and natural habitats are interconnected. Angola's landscape management and conservation efforts face numerous challenges. Infrastructure within National Parks is often in disrepair, and the staff is inadequately managed and motivated. In 2023, conservation areas had 323 staff and a staffing expenditure of USD 921 665 per year compared to estimated needs of 3 342 staff and budget of USD 18 790 069¹⁵. The presence of large mammals and other wildlife is often a result of providence rather than effective conservation strategies, some with a real risk of extinction¹⁶. Protected areas are frequently encroached upon by commercial farms and recreational facilities, together with cases of human-wildlife conflicts¹⁷, further complicating conservation efforts. To address these issues, Angola needs to implement more effective and inclusive management and conservation strategies ensuring that protected areas are genuinely safeguarded and well-maintained. Central Government Responsibility (International Union for Conservation of Nature (IUCN) type A¹⁸) has been the main management model used for protected areas in the last 50 years. Yet, it has not produced the expected results and other governance models, including through the sharing of responsibilities with private entities and/or by local, are being increasingly envisaged¹⁹. Recent success stories of partnerships with institutions responsible for biodiversity research and conservation (e.g., African National Geographic Okavango Wilderness Project, The Nature Conservancy²⁰, Trade Records Analysis of Flora and Fauna in Commerce (TRAFFIC)²¹, Research Centre in Biodiversity and Genetic Resources at the University of Porto) are being considered for future replication. The recent National Tourism Development Plan translates a political willingness to promote a nature-based sustainable economic development²². Bringing gender equality into the workforce has the potential to improve conservation, relationships with communities, park management, and wildlife management. Female rangers contribute a distinctive and additional dimension to the work of rangers in National Parks. At the same time, it also improves the effectiveness of projects by incorporating gender-informed analysis of the actors and drivers of illegal wildlife trade²³.

Livelihoods

Rural livelihoods in Angola have shifted from subsistence and barter to a focus on income security through among others transport, communication, medicine, clothing, and social status. This shift presents a challenge for many rural Angolans (mostly, women, children and youth), who have little to sell, face remote markets, and receive meagre social grants and remittances²⁴. Dystrophic soils limit the availability of marketable commodities, leaving charcoal, timber, and dried bush meat and fish as the best options. However, these activities often occur in protected areas, potentially counteracting conservation efforts. To reduce the harvesting of natural resources, alternative income sources must be developed. Secure and accessible markets for farm products are needed, but these are often limited to food types rarely consumed by rural residents or unsuitable for long-term storage. Dryland cropping strategies on poor soils with variable rainfall focus on prudence and risk avoidance rather than income maximisation²⁵. Conservation agriculture

¹⁵ Keystone Standard Assessment on Angola's conservation areas, 2024.

¹⁶ Including the black-faced impala, black rhino, giant sable antelope, and wild dogs - www.iucnredlist.org.

¹⁷ Angola Protected Area Network - Assessment, USAID 2022.

¹⁸ <https://portals.iucn.org/library/sites/library/files/documents/PAG-020.pdf>

¹⁹ See: "Overview of the current situation in conservation areas in Angola and needs", INBC 2023; Angola Vision 2050; and NDP 2023-2027. Signs of positive change include the promulgation of supportive Presidential Decrees on environmental matters and the appointment of an international NGO (African Parks) to co-manage Iona National Park.

²⁰ [The Nature Conservancy: A World Where People & Nature Thrive](#)

²¹ [TRAFFIC | Trade in Wild Species](#).

²² URSA (Towards Gender Equality In The Ranger Workforce: Challenges & Opportunities)

²³ World Bank blogs

²⁴ Calunga et al., 2015.

²⁵ Sadras et al., 2003; Calviño & Monzon, 2009; Calunga et al., 2015; Duong et al., 2019

rarely yields significant improvements under these conditions²⁶. The Action must identify natural resources that can be sustainably and profitably harvested and attract rural residents to places and enterprises where they can achieve greater income security. Key questions include whether to encourage people to leave National Parks providing them compensation for reallocation and sustainable socio-economic development opportunities, how to stop the illegal harvesting of natural resources, and how to engage local people in monitoring and managing resources in protected areas. Initiatives to educate local communities about the benefits of ecotourism and involve them in conservation efforts should be promoted to gain momentum. Climate adaptation measures also have the potential to strengthen the resilience of communities that support and rely on tourism.

Ecotourism

Tourism in Angola's National Parks is minimal. It consists primarily of recreational visits by urban residents to nearby sites like Tundavala outside Lubango, Calandula near Malange, and beach resorts in Quiçama. Although the Angolan government has identified five nature tourism development regions (Cabo Ledo in Quiçama National Park, Calandula waterfalls in Malange, Cubango-Okavango River Basin, Kavango Zambezi (KAZA) transboundary area, and Namibe province), the ecotourism sector remains small, catering mostly to self-drive visitors, wealthy Luanda expats, and a few foreigners guided by Angola's safari operators. To attract substantial numbers of tourists, Angola needs to become a country where travel is perceived as safe and easy, with clean and affordable accommodation, and comprehensive, up-to-date information on routes, travel options, costs, and attractions. Challenges such as infrastructure development, political stability, and environmental preservation need ongoing attention and investments in improving transportation, accommodation, and tourist services are crucial for the sector's expansion. The visa exemption for visitors from 98 countries in 2023 was a positive step, but more is needed to position Angola as a viable, exciting, and welcoming international tourist destination. Emphasising international tourism is crucial, as foreign currency will contribute to Angola's development and economic diversification. Angola needs to be competitive enough to attract international visitors who might otherwise choose more well-known destinations. Climate adaptation solutions can also help conserve the ecosystems that draw travellers and protect these destinations from increasingly frequent and intense climate change impacts.

Education and Support

The two technical schools under the Ministry of Environment²⁷ and the Catalangombe educational centre in Quiçama need robust support to ensure the effectiveness of their training programmes. Supporting these educational centres is essential to build a knowledgeable workforce capable of managing and conserving Angola's natural resources effectively. Also, the Vocational Education and Training (VET) system is essentially characterised by gender imbalances that the Action aims to address.

Linking Conservation Strategies and Ecotourism with Circular Economy

By aligning with circular economy principles, Angola can enhance sustainability and resilience of its ecotourism sector, ensuring long-term benefits for both the environment and local communities. For example, adopting waste reduction practices in ecotourism operations recycling, composting organic waste, and minimising single-use plastics can encourage tourists to reduce their environmental footprint. Lodges and tour operators play a crucial role in these efforts. Furthermore, the use of renewable energy sources, such as solar power, and water conservation techniques can support ecotourism activities in National Parks. This reduces reliance on non-renewable resources, improves profitability, creates new jobs, and reduces the use of local firewood. In terms of job creation, ecotourism businesses can support the diversification of agrifood systems by sourcing goods and services locally. This approach not only supports the local economy but also reduces carbon footprints associated with transportation, ensuring that economic benefits are retained within local communities. As a result, local communities will benefit from and take ownership of developing ecotourism activities. This includes employing locals, supporting local artisans, and involving communities in decision-making processes related to tourism development. By integrating conservation with tourism based on circular economy principles in national parks, Angola's ecotourism sector can promote the preservation of natural habitats and wildlife.

Identification of main stakeholders and corresponding institutional and/or organisational issues (mandates, potential roles, and capacities) to be covered by the Action:

²⁶ Corbeels et al., 2020.

²⁷ The first is the Missombo School in Menongue city (Cuando Cubango province), which provides training for conservation area managers, environmental inspectors and, members of local communities (a course for environmental educators in Conservation Areas is in preparation). The second is the Kilamba School in Luanda, which provides training in Environmental Education, urban biodiversity, new environmental technologies, environmental impact assessment, solid waste treatment and landfill treatment.

The key stakeholders concerned by this action are:

Natural capital regulators, as follows:

- The Ministry of Environment (Ministério do Ambiente - MINAMB) is responsible for the development and coordination of the country's environmental policy and for implementing the National Environment Management Programme. It oversees the INBC which aims to ensure the development and implementation of sustainable biodiversity management policy and the National Environmental Conservation System. Its mission is to effectively manage biodiversity inside and outside conservation areas, integrating local communities and promoting ecotourism. In 2023, the INBC made a diagnosis of all the national parks and conservation areas that contribute to the practice of ecotourism, in order to assess their specific needs and be able to guarantee protection. It recognises the need to develop new governance systems in protected areas. The INBC is overseen by the Ministry of the Environment.
- The Ministry of Culture and Tourism (Ministério da Cultura e Turismo - MINCULTUR) is responsible for formulating, conducting, supervising, evaluating and executing the government's policy in the field of tourism, and conducting strategies, programs and projects for the development of tourism. The Ministry is still recent and lacks professional staff trained on sustainability, competitiveness, market studies, value chain, policies, plans, and implementations for sustainable development of ecotourism and nature-based tourism.
- The Ministry of Agriculture and Forestry (Ministério da Agricultura e Florestas - MINAGRIF) has the mission to propose the formulation, conduct, execution and control of the government's policy in the areas of agriculture, livestock, forests, food and food security from a sustainable development perspective.

In addition, the Ministry of Education (Ministério da Educação - MED), of Mineral Resources, of Sciences and Technology (Ministério da Ciência e Tecnologia - MINCT), of Social action, Family and Women Promotion (Ministério da Acção Social, Família e Promoção da Mulher - MASFAMU), of Transport (Ministério dos Transportes - MINTRANS), and of Finance (Ministério das Finanças - MINFIN) have a role to play in the Action.

Non-governmental Organisations (NGOs): Compared to other countries, Angola has relatively few NGOs active in biodiversity conservation. The best known and most established groups within Angola are the Kissama Foundation, Acadir, EcoAngola, Kitabanga Project and the Lisima Foundation, an offshoot of the National Geographic Okavango Wilderness Project (NGOWP). International organisations concerned with environmental conservation include the Nature Conservancy, African Parks, the World Wildlife Fund (WWF), the Frankfurt Zoological Society, and the Research Centre in Biodiversity and Genetic Resources at the University of Porto. Some may have been working with communities for decades, yet the dialogue with governmental authorities remains limited.

Private sector operators dealing with nature-based tourism/ecotourism: There is an increasing number of tour operators and travel agencies in Angola. Most focus on business corporate tourism but with a growing interest in the bleisure (business and leisure) segment. Regional operators have begun to include Angola in their packages, including operators dedicated almost exclusively to ecotourism/wildlife observation, adventure, and sports tourism, rural/agrotourism and community-based nature-tourism. Small Angolan operators are also emerging, and need more solid and reliable institutional and investment frameworks along with practical guidelines for the development of ecotourism services and facilities and modern marketing and promotional support focused on these specific segments (including international fairs such as the International Travel & Tourism Fair and Indaba). The private sector has a significant role to play in Community-Based Natural Resource Management (CBNRM) and Community-Based Conservation (CBC) development in the future.

In addition, the natural resource users (such as farmers, pastoralists, public and private economic actors), civil society organisations (including women and youth representatives, and indigenous people organisations), and conservation managers (including national agencies, delegated management operators, community-based organisations involved in conservation activities and their networks) will be important stakeholders of the Action.

3 DESCRIPTION OF THE ACTION

3.1 Objectives and Expected Outputs

The Overall Objective of this Action is to restore biodiversity loss and sustainably improve the quality of life of local communities in selected Conservation Landscapes with a positive impact on climate change mitigation and adaptation, while positioning Angola as an ecotourism destination.

The Specific Objectives of this Action are to:

1. Enhance policy, regulatory and institutional frameworks relevant for the sustainability, integrated management, restoration, long-term financing of Conservation Landscapes and for the development of ecotourism.
2. Strengthen the effectiveness of the institutions at national, provincial, municipal, and local levels, including local communities and indigenous people, in the preservation of beneficiary Conservation Landscapes.
3. Improve the conservation, management, and use of biodiversity, wildlife and ecosystem goods and services in the beneficiary Conservation Landscapes, ensuring the inclusion of the local communities, particularly women, children, youth, and vulnerable populations.

Potential targeted Conservation Landscapes include Quiçama, Luando-Cagandala-Cuanza, and Cameia National Parks.

The Outputs to be delivered by this Action contributing to the corresponding Specific Objectives are:

- 1.1 contributing to Outcome 1 (or Specific Objective 1): Enhanced institutional capacity for the development of policies, laws and regulations governing the sustainable management of natural resources including integrated landscape approach to biodiversity conservation and sustainable ecotourism.
- 1.2 contributing to Outcome 1 (or Specific Objective 1): Strengthened institutional capacity for the effective enforcement of applicable laws, protection of biodiversity, integration of local communities, and promotion of ecotourism.
- 1.3 contributing to Outcome 1 (or Specific Objective 1): Improved monitoring and evaluation mechanisms for tracking the effectiveness of policies, law enforcement, and management in the biodiversity sector.
- 1.4 contributing to Outcome 1 (or Specific Objective 1): Enhanced capacity of ecotourism stakeholders for the marketing and promotion of Angola's natural and cultural attractions.
- 2.1 contributing to Outcome 2 (or Specific Objective 2): Strengthened technical and managerial capacities of personnel at national, provincial, municipal, local and communities' levels in the areas of conservation, law enforcement, and sustainable management.
- 2.2 contributing to Outcome 2 (or Specific Objective 2): Improved TVET offer in the fields of conservation, environmental, biodiversity, climate change and business entrepreneurship.
- 3.1 contributing to Outcome 3 (or Specific Objective 3): Increased capacity of Conservation Landscapes' stakeholders for tracking the progress of conservation, climate mitigation and adaptation and development interventions in beneficiary Conservation Landscapes.
- 3.2 contributing to Outcome 3 (or Specific Objective 3): Enhanced capacity and local community engagement for inclusive conservation management, land-use governance and natural resource management within the beneficiary Conservation Landscapes.
- 3.3 contributing to Outcome 3 (or Specific Objective 3): Enhanced inclusive access to sustainable green and circular economy livelihoods opportunities for community members in the beneficiary Conservation Landscapes.

3.2 Indicative Activities

Activities relating to Output 1.1:

1. Review existing policies, laws, and guidelines for Conservation Landscapes, climate change, and ecotourism, focusing on vulnerable groups.
2. Assess the enforcement, implementation, and monitoring of these policies, identify gaps and barriers (including gender and language issues) and propose solutions.
3. Draft proposals for policy revisions and new guidelines to address those gaps (including enabling frameworks for community-based conservation and other area-based effective conservation measures and sustainable livelihood activities and initiatives).
4. Define the framework needed to establish potential community-based conservation initiatives, conducive sustainable livelihood activities, and initiatives preserving and promoting the cultural heritage of local communities, incorporating traditional knowledge and practices within the conservation landscapes.

Activities relating to Output 1.2:

5. Review institutional frameworks (Ministry of Environment, Ministry of Tourism, INBC, provincial and local levels) to strengthen enforcement of conservation laws, foster community participation in conservation and support ecotourism development.

6. Assess resource allocation (financial, human, and technical) for biodiversity conservation and propose improvements (including carbon credits, Payment for Ecosystem Services).
7. Conduct regular reviews e.g. (Integrated Management Effectiveness Tool) and audits performance of institutional performance at all levels and propose adjustments as necessary.

Activities relating to Output 1.3:

8. Conduct reviews of existing monitoring and evaluation frameworks for Conservation Landscapes.
9. Design and develop monitoring and evaluation frameworks tailored to the specific needs of the beneficiary Conservation Landscapes in line with the NaturAfrica guidelines and other frameworks developed through analyses of landscape programmes across sub-Saharan Africa.
10. Support INBC to implement conservation area management effectiveness tools (e.g., Integrated Management Effectiveness Tools - IMET).
11. Support collaboration with regional Centres of Excellence for biodiversity to enhance monitoring capacity.
12. Establish reporting protocols to assess policy effectiveness, promoting transparency and accountability among all stakeholders.

Activities relating to Output 1.4:

13. Conduct market research to identify key target audiences and trends in the ecotourism industry.
14. Develop a brand identity for Angola's ecotourism, a marketing strategy and action plan.
15. Create/upgrade flagship ecotourism products²⁸.
16. Develop a national ecotourism strategy and subsequent guidelines and investment plans for small-scale eco-friendly accommodations at national, provincial and municipal levels.
17. Produce high-quality multimedia materials.
18. When relevant, establish partnerships with tour operators, travel agencies, hospitality business, and other stakeholders to define sustainable ecotourism packages.

Activities relating to Output 2.1:

19. Conduct needs assessments for capacity gaps at each administrative and operative levels.
20. Develop and deliver tailoring training programmes on conservation policies, law enforcement, and sustainable management practices, among which co-management models of protected areas, law enforcement mechanisms, sustainable management practices including finance (e.g. carbon funds relevant to protected areas), climate resilience, community engagement, human rights and gender mainstreaming.
21. Train community leaders in conservation, climate change, forest management, and sustainable income generation.

Activities relating to Output 2.2:

22. Conduct needs assessments for the technical schools of Ministry of Environment and the Catalangombe educational centre in Quiçama and draft related implementation plans.
23. Provide technical assistance and resources (infrastructure, equipment, human resources, training practices, training of trainers, curricula, etc.) to implement the plans.
24. Train “entrepreneurial animators” to support business opportunities, especially for women and marginalised groups.
25. Establish partnerships between the technical schools and the education centre and key stakeholders.
26. Offer internships and job placement support for students.
27. Conduct evaluations to monitor training programmes’ effectiveness.

Activities relating to Output 3.1:

28. Map relevant stakeholders (including local communities, indigenous groups, government agencies, NGOs, tourism operators, and other key actors) and existing inter-institutional coordination mechanisms.
29. Perform baseline assessments of Conservation Landscapes (biodiversity, ecosystems, climate change vulnerability and impacts, cultural heritage sites, visitor demographics, existing infrastructure, etc).
30. Conduct socio-economic assessments to quantify potential economic benefits of wildlife-based tourism.
31. Develop Master Development Plans (encompassing land, infrastructure, equipment, human resources, sustainable eco-tourism and, monitoring and evaluation mechanisms) balancing conservation and sustainable tourism.
32. Support the implementation of the Master Plans with innovative financing mechanisms (community-based tourism enterprises, green and circular economy models, revenue-sharing agreements, benefit-sharing schemes, etc).

²⁸ Flagship ecotourism experiences featuring iconic wildlife (e.g., Palanca Negra Gigante), exceptional natural landmarks (e.g., Calandula waterfalls, Pedras de Pungo Andongo), birdwatching, and community-based eco-tourism products (e.g., monumental trees, medicinal plants, intangible cultural heritage).

33. Establish public-private platforms (e.g. Destination Management Organizations - DMOs) for ecotourism management and marketing.
34. Create/activate inter-sectoral Conservation Landscape committees for coordination.
35. Encourage collaboration between conservation institutions and stakeholders²⁹ to ensure that both development and conservation actors adopt a landscape approach in beneficiary areas.

Activities relating to Output 3.2:

36. Develop and implement conservation action plans to combat poaching, illegal logging, reduce human-wildlife conflicts while enhancing resilience of ecosystems and species populations.
37. Establish multi-stakeholder platforms and forums for dialogue and cooperation among actors at all levels.
38. Establish community forums to allow local residents to participate in decision making and governance.
39. Deliver rights-based training to community leaders and locals to enhance their capacities in community-based conservation, climate change adaptation, forest management, and sustainable income-generation practices.
40. Engage communities in collaborative planning for sustainable landscape conservation, circular economy, ecotourism development.
41. Facilitate community-based conservation initiatives and sustainable livelihood projects.
42. Support initiatives to preserve and promote cultural heritage.

Activities relating to Output 3.3:

43. Conduct an assessments of existing livelihoods opportunities³⁰ in beneficiary Conservation Landscapes and identify intervention areas.
44. Develop and implement training and targeted support (including entrepreneurship development programmes, including microfinance) to community members to develop sustainable livelihood activities³¹.
45. Forge partnerships with private sector NGOs for market developing access.
46. Support the development of community-based ecotourism enterprises/cooperatives for income generation and ecosystem management.
47. Develop ecotourism community-based piloting initiatives involving the whole eco-tourism value chains³².

The commitment of the EU's contribution to the TEI to which this Action refers, will be complemented by other contributions from Team Europe members. It is subject to the formal confirmation of each respective member's meaningful contribution as early as possible. In the event that the TEIs and/or these contributions do not materialise, the EU action may continue outside a TEI framework.

3.3 Mainstreaming

Environmental Protection & Climate Change

The Action is fully aligned with the external dimension of the European Green Deal, which identifies environmental degradation and climate change as existential threats to the world. It intensifies the integration of climate change and environmental objectives, particularly in terms of biodiversity, in order to preserve ecosystems, combat wildlife crime for the protection of biodiversity.

Outcomes of the SEA screening (relevant for budget support and strategic-level interventions): The Strategic Environmental Assessment (SEA) screening concluded that no further action was required.

Outcomes of the EIA (Environmental Impact Assessment) screening (relevant for projects and/or specific interventions within a project): The EIA (Environment Impact Assessment) screening classified the Action as "Category C" (no need for further assessment).

Outcome of the CRA (Climate Risk Assessment) screening (relevant for projects and/or specific interventions within a project): The Climate Risk Assessment (CRA) screening concluded that this Action is no or low risk (no need for further assessment).

Gender equality and empowerment of women and girls

²⁹ NGOs, operators, and other tourism, agriculture, forestry and education stakeholders.

³⁰ Such as eco-friendly agriculture, sustainable forestry, circular economy, low-carbon resilient development, eco-tourism, renewable energy, and handicrafts.

³¹ With special attention to vulnerable individuals such as women, youth, indigenous communities, or persons with disabilities whenever possible.

³² Such as sustainable agriculture, handicrafts, non-timber forest products, etc. with the participation/contribution of tourism business (co-management or concessions) and a focus on women.

As per the OECD Gender DAC codes identified in section 1.1, this Action is labelled as G1. This implies that gender equality will be mainstreamed throughout the entire Action whereas in the activities of Specific Objective 3 in support of SDG5 it will be prioritised through women-centred approach. Women in all their diversity are traditionally responsible for managing household and therefore, working with indigenous communities and especially women, girls and boys, youth, will be at the heart of the approach.

The Action will be gender mainstreamed and aligned with the GAP III, namely to the thematic area of engagement: Addressing the challenges and harnessing the opportunities offered by the green transition and the digital transformation - Area of Climate Change, namely Specific Thematic Objectives:

1. Enhanced participation of women and girls, encompassing all their diversities, in decision-making processes concerning environmental conservation and climate change matters.
2. Development of gender-responsive strategies and agreements regarding climate mitigation, adaptation, disaster risk reduction, and sustainable management of natural resources and biodiversity, at local, national, regional, and international levels.
3. Recognition and appreciation of women, men, girls, and boys, across their diversities, for their efforts in addressing climate change in their daily lives and preserving the natural environment.
4. Increased participation and improved access for women and men, in all their diversities, to employment opportunities, entrepreneurship ventures, and alternative livelihoods within the green economy and circular economy sectors.

Human Rights

It is well recognised the conservation initiatives, whether it is inside or outside conservation areas, must rely on the implication, knowledge and for the benefit of indigenous peoples and local communities. These groups are often more effective than governments in safeguarding against deforestation and biodiversity decline, often at a lower cost. In light of this, the Action advocates for a human rights-based, community-led approach within the realm of landscape management. This approach hinges on fully recognising the rights of communities within conservation areas to their lands and resources, empowering them with the right to self-determination, and valuing their traditional knowledge. By cantering on these principles, the action aims to foster more sustainable, inclusive and equitable conservation practices that actively involve and benefit local communities.

Disability

In accordance with the OECD Disability DAC codes outlined in section 1.1, this initiative falls under the category D0. Nevertheless, both women and men with disabilities could benefit from the Action as they become integrated into the local landscape management process. This Action is committed to upholding the rights of individuals with disabilities whenever possible, ensuring that planned activities are inclusive and responsive to their needs. Furthermore, the initiative will engage with organisations representing people with disabilities whenever feasible, fostering a more inclusive and participatory approach to landscape management.

Reduction of inequalities

As per the Inequality Marker, the Action Document could be labelled I1. The richness of biodiversity and ecosystem services profoundly influences various dimensions of human existence, encompassing essentials like food security, livelihoods, health, cultural diversity, and enrichment. The Action aims to collaborate with governmental bodies to establish conducive policy frameworks that support community-based conservation efforts, particularly in areas designated for wildlife conservation. Concurrently, the Action will engage closely with local communities to implement these conservation approaches within wildlife-abundant landscapes. Granting communities legal tenure over resources empowers them with fundamental rights to access and utilize these resources, thereby fostering a culture of sustainable natural resource management. Wildlife conservancies represent an innovative land-use paradigm that not only mitigates rural poverty but also creates alternative revenue streams, thereby contributing to the reduction of socio-economic disparities including gender inequalities. Moreover, while providing targeted skills training and capacity-building programmes, community members will be equipped with the necessary knowledge and expertise to engage in sustainable livelihoods activities, impacting their livelihood opportunities. This will be complemented with entrepreneurship development programmes to empower community members to establish and manage their own green businesses or cooperatives, and with promoting access to microfinance, credit, and other financial services to support the establishment and growth of sustainable livelihoods ventures. Through these integrated efforts, the initiative seeks to promote sustainable landscape management practices that uphold biodiversity conservation while enhancing the well-being and resilience of local communities.

Democracy

This initiative holds promise for enhancing local governance within the landscape management framework. Governance and tenure form the cornerstone for communities to secure access to resources and entitlements to benefits. Central to the aspirations of this initiative is the promotion of good governance, characterized by accountability, transparency, informed and organized participation, and the integration of diverse perspectives in decision-making processes. In alignment with the EU's Action Plan on Human Rights and Democracy 2020-2024, this action prioritizes the cultivation of governance structures that uphold human rights, democratic principles, and inclusive practices, thereby fostering sustainable landscape management practices that serve the interests and well-being of all stakeholders involved.

Conflict sensitivity, peace and resilience

This Action should have no significant impact on conflict sensitivity, peace and resilience.

Disaster Risk Reduction

Environmental degradation heightens the vulnerability of communities to extreme weather and geological events, increasing the likelihood of disasters. Conversely, residents living within healthy ecosystems are better equipped to withstand such events, mitigating their severity and impact. This initiative endeavours to safeguard natural ecosystems that act as protective barriers against hazards such as flash floods (including wetlands and floodplains) and landslides (forests and indigenous vegetation). Moreover, it aims to conserve traditional and cultural ecosystems, along with key crops that play a critical role in lessening the impacts of extreme weather. Additionally, the initiative will facilitate the active or natural restoration of degraded ecosystems, fostering resilience and sustainability within landscapes while bolstering the capacity of communities to confront environmental challenges effectively.

Other considerations if relevant

None.

3.4 Risks and Lessons Learnt

Category	Risks	Likelihood (Low/ Medium/ High)	Impact (Low/ Medium/ High)	Mitigating measures
Policy	Risk 1: Environment and the preservation of Conservation Areas may too low on Angola's political agenda,	Medium	High	Policy dialogue at highest level (concerning the importance of ecotourism for the Angolan government), donor coordination and alignment.
Governance	Risk 2: Weak governance, vested interests, corruption and patronage can constitute a major challenge to the implementation of the Action.	High	Medium	Policy dialogue at the highest level.
Weak policy formulation	Risk 3: Lack of consensus concerning a common vision on protected areas conservation.	Low	Medium	Close partners' collaboration and coordination to ensure smooth implementation.
Domestic revenue collection	Risk 4: Oil price volatility (60% Government revenues, 96% foreign exchange earnings) put at risk the resources allocated to the sector.	Low	High	The Action would support a review of the protected areas conservation plans in line with the actual availability of the resources and explore new sources of funding including equitable conservative practices.
Institutional capacity	Risk 5: Low absorption capacities at any level.	High	Medium	The programme is closely aligned with Government priorities and will be sequenced according to needs. It will identify key partners that have strong capacities to manage protected

				and conserved areas, provide training programmes, and / or support networks of collectivities.
Political	Risk 6: Political instability following elections.	Low	High	To redefine the strategy according to the context.
Policy analysis	Risk 7: A gender-blind, neutral, or negative context and problem analysis could reinforce existing gender inequalities and non-realisation of human rights in the sector, and hinder the efficiency and sustainability of the Action.	Medium	Medium	Knowledge and tools of gender mainstreaming are available. Gender-sensitive monitoring, use of sex disaggregated data, and gender-sensitive indicators. Gender mainstreaming is applied in all phases of the support services.

Lessons Learnt:

Before this Action, the National Biodiversity Project: Conservation of Iona National Park (FED/2013/317-806) (2013-2018) was implemented. The final evaluation concluded that the project successfully identified most risks to achieving its intended outcomes and it highlighted the importance of effective law enforcement and anti-poaching measures to protect wildlife, the need for ongoing capacity building and training for park staff, the benefits of involving local communities in park management and conservation activities, and the necessity of creating inclusive, gender-sensitive sustainable tourism models to fund conservation efforts. However, it underestimated the risk of insufficiently rapid improvement in financial sustainability for investment in the protected area system, which was rated unrealistically low. The project identified tourism as the primary source of revenue for the financial sustainability of the protected areas network but did not adequately consider Angola's weak competitiveness in the regional tourism sector.

Recent lessons learned from the Okavango-Zambezi (KAZA) Transfrontier Conservation Area project highlight several key insights in landscape and natural parks management. These include the critical role of community involvement in conservation efforts, the necessity of establishing sustainable funding mechanisms, the benefits of integrating traditional knowledge with modern conservation techniques, and the effectiveness of robust biodiversity monitoring and evaluation systems. The KAZA project also demonstrated that cross-border collaboration is essential for managing shared ecosystems and that adaptive management practices can significantly enhance conservation outcomes.

3.5 The Intervention Logic

The underlying intervention logic for this Action is that:

For Specific Objective 1:

IF the institutional capacity for the development of policies, laws and regulations governing the sustainable management of natural resources including integrated landscape approach to biodiversity conservation and sustainable ecotourism is enhanced; AND the institutional capacity for the effective enforcement of applicable laws, protection of biodiversity, integration of local communities, and promotion of ecotourism is strengthened, AND the monitoring and evaluation mechanisms for tracking the effectiveness of policies, law enforcement, and management in the biodiversity sector are improved; AND the capacity of ecotourism stakeholders for the marketing and promotion of Angola's natural and cultural attractions is enhanced.

ASSUMING that there is strong political will and sufficient institutional capacity to develop and enforce enhanced policy and regulatory frameworks

THEN Specific Objective 1 (Enhance policy, regulatory and institutional frameworks relevant for the sustainability, integrated management, restoration, long-term financing of Conservation Landscapes and for the development of ecotourism) can be achieved.

For Specific Objective 2:

IF the technical and managerial capacities of personnel at national, provincial, municipal, local and communities' levels in the areas of conservation, law enforcement, and sustainable management are strengthened AND the TVET offer in the fields of conservation, environmental, biodiversity, climate change and business entrepreneurship is improved.

ASSUMING THAT adequate resources and commitment are available at all levels of government to build and sustain institutional managerial capacities

THEN Specific Objective 2 (Strengthen the effectiveness of the institutions at national, provincial, municipal, and local levels, including local communities and indigenous people, in the preservation of beneficiary Conservation Landscapes) can be achieved.

For Specific Objective 3:

IF the capacity of Conservation Landscapes' stakeholders for tracking the progress of conservation, climate mitigation and adaptation and development interventions in beneficiary Conservation Landscapes is increased; AND the capacity and local community engagement for inclusive conservation management, land-use governance and natural resource management within the beneficiary Conservation Landscapes is enhanced; AND inclusive access to sustainable green and circular economy livelihoods opportunities for community members in the beneficiary Conservation Landscapes is enhanced.

ASSUMING THAT there is active community participation and support, alongside adequate funding and technical expertise, to enhance the conservation, management, and sustainable use of biodiversity and ecosystem services

THEN Specific Objective 3 (Improve the conservation, management, and use of biodiversity, wildlife and ecosystem goods and services in the beneficiary Conservation Landscapes, ensuring the inclusion of the local communities, particularly women, children, youth, and vulnerable populations) can be achieved.

IF the Outcomes are achieved and ASSUMING THAT the preservation of Conservation Areas and environmental and climate concerns continue to hold a prominent position on Angola's political agenda, AND consensus and a shared vision are attained regarding the three pillars of protected areas conservation: robust governance, livelihood enhancement for local communities, and ecosystem integrity.

THEN, the Impact (To restore biodiversity loss and sustainably improve the quality of life of local communities in selected Conservation Landscapes with a positive impact on climate change mitigation and adaptation, while positioning Angola as an ecotourism destination) can be achieved.

3.6 Logical Framework Matrix

This indicative logframe constitutes the basis for the monitoring, reporting and evaluation of the intervention.

On the basis of this logframe matrix, a more detailed logframe (or several) may be developed at contracting stage. In case baselines and targets are not available for the action, they should be informed for each indicator at signature of the contract(s) linked to this AD, or in the first progress report at the latest. New columns may be added to set intermediary targets (milestones) for the Output and Outcome indicators whenever it is relevant.

- At inception, the first progress report should include the complete logframe (e.g. including baselines/targets).
- Progress reports should provide an updated logframe with current values for each indicator.
- The final report should enclose the logframe with baseline and final values for each indicator.

The indicative logical framework matrix may evolve during the lifetime of the action depending on the different implementation modalities of this action.

The activities, the expected Outputs and related indicators, targets and baselines included in the logframe matrix may be updated during the implementation of the action, no amendment being required to the Financing Decision.

PROJECT MODALITY (3 levels of results / indicators / Source of Data / Assumptions - no activities)

Results	Results chain (@): Main expected results (maximum 10)	Indicators (@): (at least one indicator per expected result)	Baselines (2025)	Targets (2030)	Sources of data	Assumptions
Impact	To restore biodiversity loss and sustainably improve the quality of life of local communities in selected Conservation Landscapes with a positive impact on climate change mitigation and adaptation, while positioning Angola as an ecotourism destination	1. GERF 1.7 SDG 15.5.1 Red List Index ³³ - proportion of species threatened with extinction (disaggregated by amphibians, mammals and birds) **.	1. To be determined for each conservation area at inception	1. To be determined at the inception phase	1. Progress and final reports for the EU-funded intervention	Not applicable
		2. Number of eco-tourists visiting annually / quinquennially beneficiary conservation landscapes.	2. 0	2. 5,000 (2030)	2. Progress and final reports for the EU-funded intervention	
Outcome 1	Enhanced policy, regulatory and institutional frameworks relevant for the sustainability, integrated management, restoration, long-term financing of Conservation	1.1 Level of endorsement of a unified strategic vision for conservation landscapes by relevant actors, institutions and civil society.	1.1 Not endorsed	1.1 To be determined at the inception phase	1.1 Progress reports for the EU-funded intervention	There remains strong political will and sufficient institutional capacity to develop and implement improved policy and regulatory frameworks.
		1.2 Level of implementation of policy, regulatory measures and economic instruments that enhance	1.2 Not implemented	1.2 To be determined at the inception phase	1.2 Progress reports for the EU-funded intervention	

³³ <https://www.iucnredlist.org/assessment/red-list-index#:~:text=An%20RLI%20value%20of%201.0,for%20the%20group%20is%20unchanged.>

	Landscapes and for the development of ecotourism	the sustainable management of conservation landscapes.				
		1.3 Number of integrated Landscape approaches to biodiversity conservation developed with the support of the EU-funded intervention.	1.3 0	1.3 One per beneficiary landscapes (2030)	1.3 Final reports for the EU-funded intervention	
		1.4 Number of beneficiary provincial and municipal institutions that apply conservation landscape management scheme in their routine plans.	1.4 0	1.4 10 (2030)	1.4 Progress reports for the EU-funded intervention	
		1.5 Number of climate change adaptation and mitigation policies (including nationally determined contributions) proposed for adoption.	1.5 0	1.5 To be determined at the inception phase	1.5 Progress reports for the EU-funded intervention	
		1.6 Number of environment protection strategies and plans (including energy policies/ strategies) that include gender equality objectives, in line with the United Nations framework convention on climate change (UNFCCC) gender action plan.	1.6 0	1.6 To be determined at the inception phase	1.6 Progress reports for the EU-funded intervention	
Outcome 2	Strengthened effectiveness of the institutions at national, provincial, municipal, and local levels, including local communities and indigenous people, in the preservation of beneficiary Conservation Landscapes	2.1 Integrated Management Effectiveness Tool (IMET) performance.	2.1 IMET baseline to be determined at the first year of implementation	2.1 To be determined at the inception phase	2.1 Progress reports for the EU-funded intervention	Adequate resources and commitment are available at all levels of government to build and sustain institutional managerial capacities.
		2.2 Number of curricula officially endorsed by relevant sectorial institutions	2.2 0	2.2 To be determined at the inception phase	2.2 Final report for the EU-funded intervention	
Outcome 3	Improved conservation, management, and use of biodiversity, wildlife and ecosystem goods and services in the beneficiary	3.1 Areas of terrestrial and freshwater ecosystems under (a) protection, with EU support (km ²) in beneficiary Conservation Landscape. (GERF 2.9a)**.	3.1 0	3.1 To be determined at the inception phase	3.1 Progress reports for the EU-funded intervention	There is active community participation and support, alongside adequate funding and

	Conservation Landscapes, ensuring the inclusion of the local communities, particularly women, children, youth, and vulnerable populations	3.2 Areas of terrestrial and freshwater ecosystems under (b) sustainable management with EU support (km²) in beneficiary Conservation Landscape. (GERF 2.9b)**.	3.2 0	3.2 To be determined at the inception phase	3.2. Progress reports for the EU-funded intervention	technical expertise, to enhance the conservation, management, and sustainable use of biodiversity and ecosystem services.
Output 1.1	Enhanced institutional capacity for the development of policies, laws and regulations governing the sustainable management of natural resources including integrated landscape approach to biodiversity conservation and sustainable ecotourism	1.1.1 Number of enhanced policies, laws, regulations, and guidelines governing the sustainable management of conservation landscapes and ecotourism promulgated annually with support of the EU-funded intervention.	1.1.1 0	1.1.1 To be determined at the inception phase	1.1.1 Progress reports for the EU-funded intervention	Interinstitutional committees are operational.
Output 1.2	Strengthened institutional capacity for the effective enforcement of applicable laws, protection of biodiversity, integration of local communities, and promotion of ecotourism	1.2.1 Number of adjustments coming from reviews and audits of institutional performance - Ministry of Environment, INBC, provincial and local levels proposed with support of the EU-funded intervention.	1.2.1 0	1.2.1 To be determined at the inception phase	1.2.1 Progress reports for the EU-funded intervention	Focal points have been identified and made readily available in relevant institutions.
Output 1.3	Improved monitoring and evaluation mechanisms for tracking the effectiveness of policies, law enforcement, and management in the biodiversity sector	1.3.1 Number of monitoring and evaluation tools tracking the effectiveness of policies, law enforcement, and institutional arrangements within sustainable conservation landscapes developed/improved with support of the EU-funded intervention.	1.3.1 0	1.3.1 To be determined at the inception phase	1.3.1 Progress reports for the EU-funded intervention	Government is willing to endorse the concept of Conservation Landscapes.
Output 1.4	Enhanced capacity of ecotourism stakeholders for the marketing and promotion of Angola's natural and cultural attractions	1.4.1 Number of brand identities, marketing strategies and action plans to position Angola as an ecotourism destination developed with support of the EU-funded intervention.	1.4.1 0 (Infotur is doing promotional activities only for domestic marketing)	1.4.1 One brand identity, one marketing strategy and one action plan approved by year 3	1.4.1 Public Presentation of brand identity, one Marketing strategy and one action plan	Partnerships between the public and private sectors are set and operational.

		1.4.2 Number of ecotourism strategies developed with support of the EU-funded intervention.	1.4.2 0	1.4.2 One strategy by year 3	1.4. Public presentation	
		1.4.3 Number of people reached by the multimedia material produced with the EU-funded intervention.	1.4.3 0	1.4.3 To be determined at the inception phase	1.4.3 Progress reports for the EU-funded intervention	
Output 2.1	Strengthened technical and managerial capacities of personnel at national, provincial, municipal, local and communities' levels in the areas of conservation, law enforcement, and sustainable management	2.1.1 Number of people trained by the EU-funded intervention with increased knowledge and or skills on conservation policies, law enforcement, and sustainable management practices (disaggregated by age, sex, institution, subject of training).	2.1.1 0	2.1.2 To be determined at the inception phase	2.1.1 Pre-and post-training test reports	Decision-makers are committed to adopting and endorsing new staff capacities.
		2.1.2 Number of community leaders trained by the EU-funded intervention with increased knowledge and or skills on of conservation, law enforcement, and sustainable management (disaggregated by age, sex and subject of training).	2.1.2 0	2.1.2 To be determined at the inception phase .	2.1.2 Pre-and post-training test reports	Focal points holders and a deputy have been officially designated for participation.
Output 2.2	Improved TVET offer in the fields of conservation, environmental, biodiversity, climate change and business entrepreneurship	2.2.1 Number of curricula sections produced annually (must include at a minimum curriculum for conservation area managers, rangers, and sectoral key decision makers at national / provincial / municipal / community levels) with support of the EU-funded intervention.	2.2.1 0	2.2.1 To be determined at the inception phase	2.2.1 Progress reports for the EU-funded intervention	Relevant sectoral institutions are committed to man the schools/higher education institutions.
Output 3.1	Increased capacity of Conservation Landscapes' stakeholders for tracking the progress of conservation, climate mitigation and adaptation and development	3.1.1 Number of Landscapes' Master Plans developed with support of the EU-funded intervention.	3.1.1 0	3.1.1 One per Conservation Landscape after 5 years	3.1.1 Progress reports for the EU-funded intervention	There is a conducive institutional environment for stakeholders' participation in the assessments and subsequent platforms.
		3.1.2 Number of conservation landscape long term financial strategies available with support of the EU-funded intervention.	3.1.2 0	3.1.2 One minimum per Conservation Landscape	3.1.1 Progress reports for the EU-funded intervention	

	interventions in beneficiary Conservation Landscapes	3.1.3 Number of private-public platforms for ecotourism development operationalised with support of the EU-funded intervention.	3.1.3 0	3.1.3 One minimum per Conservation Landscape	3.1.3 Progress reports for the EU-funded intervention	
Output 3.2	Enhanced capacity and local community engagement for inclusive conservation management, land-use governance and natural resource management within the beneficiary Conservation Landscapes	3.2.1 Number of institutionalised platforms / community forums / consultation committees for local residents to participate in decision making and governance operationalised with support of the EU-funded intervention.	3.2.1 0	3.2.1 To be determined at the inception phase (at least 3 Conservation Landscapes)	3.2.1 Final and progress reports for the EU-funded intervention	Absence of intra / inter-community conflicts.
		3.2.2 Number of community-based conservation initiatives supported by the EU-funded intervention.	3.2.2 0	3.2.2 To be determined at the inception phase	3.2.2 Progress reports for the EU-funded intervention	
		3.2.3 Number of initiatives to preserve and promote cultural heritage supported by the EU-funded intervention.	3.2.3 0	3.2.3 To be determined at the inception phase	3.2.3 Progress reports for the EU-funded intervention	
		3.2.4 Number of local community members confirming the benefits from empowerment programmes implemented by the EU-funded intervention (disaggregated by income level, age, sex, disability, ethnicity, area of residence).	3.2.4 0	3.2.4 To be determined at the inception phase	3.2.4 Post-programme survey	
Output 3.3	Enhanced inclusive access to sustainable green and circular economy livelihoods opportunities for community members in the beneficiary Conservation Landscapes	3.3.1 Number of livelihood opportunities identified in Conservation Landscapes with support of the EU-funded intervention	3.3.1 0	3.3.1 To be determined at the inception phase	3.3.1 Progress reports for the EU-funded intervention	Community members willing to engage in new/innovative economic opportunities.
		3.3.2 Number of smallholders reached with supported interventions aimed to increase their sustainable production, access to markets and/or security of land (GERF2.1)**.	3.3.2 0	3.3.2 Total of 5,000 smallholder families	3.3.2. Progress reports for the EU-funded intervention	
		3.3.3 Number of local community members confirming benefits from entrepreneurship programmes	3.3.3 0	3.3.3 To be determined at the inception phase	3.3.3 Post-programme survey	

		(disaggregated by income level, sex, age and sex, area of residence, ethnicity)				
		3.3.4 Number of ecotourism community-based initiatives supported by the EU-funded intervention (disaggregated by lead's income level, sex, age, area of residence, ethnicity)	3.3.4 0	3.3.4 To be determined at the inception phase	3.3.4 Progress reports for the EU-funded intervention	

4 IMPLEMENTATION ARRANGEMENTS

4.1 Financing Agreement

In order to implement this Action, it is envisaged to conclude a financing agreement with the partner country.

4.2 Indicative Implementation Period

The indicative operational implementation period of this Action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is 72 months from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this Financing Decision and the relevant contracts and agreements.

4.3 Implementation of the Budget Support Component

N/A

4.4 Implementation Modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the Action with EU restrictive measures³⁴.

4.4.1 Indirect Management with (an) entrusted entity(ies)

This Action may be implemented in indirect management with one or more entities, which will be selected by the Commission's services using the following criteria:

- (i) Recognised experience and expertise in the management of Natural Capital and Conservations Areas;
- (ii) Strong worldwide commitments throughout Natural Capital's management;
- (iii) Recognised experience in developing policy and regulatory frameworks in sectors relevant to the Action and in supporting their implementation;
- (iv) Recognised experience in capacity building of national and local authorities;
- (v) Recognised experience in offering of investment and advisory services for the mobilisation of private capital;
- (vi) Recognised experience in private sector development and PPP.

The implementation by this entity(ies) entails Specific Objectives 1, 2, and 3:

1. Enhance policy, regulatory and institutional frameworks relevant for the sustainability, integrated management, restoration, long-term financing of Conservation Landscapes and for the development of ecotourism.
2. Strengthen the effectiveness of the institutions at national, provincial, municipal, and local levels, including local communities and indigenous people, in the preservation of beneficiary Conservation Landscapes.
3. Improve the conservation, management, and use of biodiversity, wildlife and ecosystem goods and services in the beneficiary Conservation Landscapes, ensuring the inclusion of the local communities, particularly women, children, youth, and vulnerable populations.

4.4.2 Changes from indirect to direct management mode (and vice versa) due to exceptional circumstances (one alternative second option)

If negotiations with entities as specified in 4.4.1 fail, this Action may be implemented for the concerned objective(s) in direct management mode through grants and procurement.

- 1) Direct management (grant(s)):
 - a) Purpose of the grant(s):

	The grant(s) will contribute to Specific Objective 3.
b)	Type of applicants targeted: The type of applicants targeted for funding are legal entities non-profit making Non-Governmental Organisations or assimilated Civil Society Organisations, or respective networks, platforms or federations or International Organisations and Agencies.
2)	Direct Management (procurement): Procurement will contribute to Specific Objective 1 and Specific Objective 2.

4.5. Scope of geographical eligibility for procurement and grants

<p>The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply, subject to the following provisions.</p> <p>The Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of services in the markets of the countries or territories concerned, or in other duly substantiated cases where application of the eligibility rules would make the realisation of this Action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).</p>

4.6. Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)
Implementation modalities - cf. section 4.4	
Specific Objective 1 (Enhance policy, regulatory and institutional frameworks relevant for the sustainability, integrated management, restoration, long-term financing of Conservation Landscapes and for the development of ecotourism) composed of:	3 000 000
Indirect management with an entrusted entity(ies) - cf. section 4.4.1	
Specific Objective 2 (Strengthen the effectiveness of the institutions at national, provincial, municipal, and local levels, including local communities and indigenous people, in the preservation of beneficiary Conservation Landscapes) composed of:	8 500 000
Indirect management with an entrusted entity(ies) - cf. section 4.4.1	
Specific Objective 3 (Improve the conservation, management, and use of biodiversity, wildlife and ecosystem goods and services in the beneficiary Conservation Landscapes, ensuring the inclusion of the local communities, particularly women, children, youth, and vulnerable populations) composed of:	13 000 000
Indirect management with an entrusted entity(ies) - cf. section 4.4.1	
Evaluation – cf. section 5.2 Audit – cf. section 5.3	500 000
Totals	25 000 000

4.7. Organisational Set-up and Responsibilities

<p>A Policy Advisory Committee (PAC) and a Management Committee (MC) will be set up.</p> <p>The PAC will provide directions to the activities of the Action and to establish a forum for policy dialogue and donor co-ordination in Natural Capital management and recuperation of Conservation Areas. It will be composed of the Minister of Environment (or designate) as Chairman, the Governor(s) of the beneficiary Province(s) (or designate) as Co-chairman, the Ministry of Economy and Planning (MEP) as signatory of the Financing Agreement, the Head of the Beneficiary Landscapes (Natural Parks), the Head of the EU Delegation, and the Head(s) of the entity(ies) referred to in section 4.4.1. Other key stakeholders involved in Natural Capital management and recuperation of Conservation Areas at provincial and municipal levels, the civil society</p>
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organisations (including those representing women and persons with disabilities) together with non-contributing donors may also join the PAC in an advisory capacity.

The Management Committee (MC) will be responsible for administering and implementing the Action activities. It will supervise the implementation of financed activities, identify and resolve implementation issues and, suggest visibility and other actions related to the management of the Action. The preferred decision-making process will be by consensus. The MC will be supported by a Secretariat and will meet on a quarterly basis unless a different frequent schedule is decided upon by its members or by the Delegation. It will be chaired by a Representative appointed by the Minister of Environment and include relevant technical staff from the Government, entity(ies) entrusted with the implementation and the EU Delegation. The MC prepares the agenda meeting of the PAC including the topics for discussion. Both Committees (PAC and MC) will ensure equal and meaningful representation of women and persons with disabilities, in all their diversity.

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the Action and may sign or enter into joint declarations or statements, for the purpose of enhancing the visibility of the EU and its contribution to this Action and ensuring effective coordination.

5 PERFORMANCE MEASUREMENT

5.1 Monitoring and Reporting

The day-to-day technical and financial monitoring of the implementation of this Action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the Action and elaborate regular progress reports (not less than quarterly) and final reports. Every report shall provide an accurate account of implementation of the Action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (Outputs and direct Outcomes) as measured by corresponding indicators, using as reference the logframe matrix (for project modality) and the partner's strategy, policy or reform action plan list (for budget support).

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

It will be critical for evidence-based conservation planning, monitoring and evaluation to conduct baseline and endline surveys. The baseline survey should ideally be conducted before significant conservation activities commence, to ensure that accurate initial data is gathered to serve as a reference point for future assessments. The endline survey is scheduled after a sufficient period to allow conservation interventions to take effect.

Roles and responsibilities for data collection, analysis and monitoring: Data collection including surveys, analysis, monitoring and quarterly reporting is under the responsibility of the implementing partner. Monitoring arrangements should be embedded in the Action's governance configuration, building on and strengthening existing structures, fostering horizontal inter-ministerial and vertical institutional coordination and favouring inclusive processes (notably towards civil society). The progress reports should monitor the overall implementation of the reforms based on the achievement of the results.

All monitoring and reporting shall assess how the action is considering the principle of gender equality, human rights-based approach, and rights of persons with disabilities including inclusion and diversity. Indicators shall be disaggregated at least by sex taking into account inequality reduction.

5.2 Evaluation

Having regard to the importance of the Action, a mid-term and a final evaluation will be carried out for this Action or its components via independent consultants contracted by the Commission. The mid-term evaluation will be carried out for problem solving and learning purposes. The final evaluation will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the fact that this is a new sector of intervention for the EU in Angola. All evaluations shall assess to what extent the Action is considering the human rights-based mainstreaming approach as well as how it contributes to gender equality and women's empowerment. Expertise on human rights and gender equality will be ensured in the evaluation teams. All evaluations shall assess to what extent the action is taking into account inequality reduction as well as how it

impacts the most vulnerable (bottom 40% and socio-economically disadvantaged individuals). Expertise on inequality reduction will be ensured in the evaluation teams.

The Commission shall inform the implementing partner at least one month in advance of the dates envisaged for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities. The evaluation reports may be shared with the partners and other key stakeholders following the best practice of evaluation dissemination. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, apply the necessary adjustments.

Evaluation services may be contracted under a framework contract. Evaluations shall assess to what extent the action is taking into account the human rights-based approach as well as how it contributes to gender equality and women's empowerment and disability inclusion. Expertise on human rights, disability and gender equality will be ensured in the evaluation teams.

5.3 Audit and Verifications

Without prejudice to the obligations applicable to contracts concluded for the implementation of this Action, the Commission may, on the basis of a risk assessment, contract independent audit or verification assignments for one or several contracts or agreements.

6 STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

The 2021-2027 programming cycle will adopt a new approach to pooling, programming and deploying strategic communication and public diplomacy resources.

In line with the 2022 “Communicating and Raising EU Visibility: Guidance for External Actions”, it will remain a contractual obligation for all entities implementing EU-funded external actions to inform the relevant audiences of the Union's support for their work by displaying the EU emblem and a short funding statement as appropriate on all communication materials related to the actions concerned. This obligation will continue to apply equally, regardless of whether the actions concerned are implemented by the EU/European Commission, partner countries, service providers, grant beneficiaries or entrusted or delegated entities such as UN agencies, international financial institutions and agencies of EU member states.

However, action documents for specific sector programmes are in principle no longer required to include a provision for communication and visibility actions promoting the programmes concerned. These resources will instead be consolidated in Cooperation Facilities established by support measure action documents, allowing Delegations to plan and execute multiannual strategic communication and public diplomacy actions with sufficient critical mass to be effective on a national scale.

Appendix 1 REPORTING IN OPSYS

A Primary Intervention (project/programme) is a coherent set of activities and results structured in a logical framework aiming at delivering development change or progress. Identifying the level of the primary intervention will allow for:

Articulating Actions or Contracts according to an expected chain of results and therefore allowing them to ensure efficient monitoring and reporting of performance;

Differentiating these Actions or Contracts from those that do not produce direct reportable development results, defined as support entities (i.e. audits, evaluations);

Having a complete and exhaustive mapping of all results-bearing Actions and Contracts.

Primary Interventions are identified during the design of each action by the responsible service (Delegation or Headquarters operational Unit).

The level of the Primary Intervention chosen can be modified (directly in OPSYS) and the modification does not constitute an amendment of the action document.

The intervention level for the present Action identifies as:

Action level (i.e. Budget Support, blending)		
<input checked="" type="checkbox"/>	Single action	Present action: all contracts in the present action