

TERMS OF REFERENCES

FEASIBILITY STUDY

PROGRAM ACT-62524 “ANGOLA’S NATURAL HERITAGE: GOVERNANCE AND ECOTOURISM
IN CONSERVATION AREAS”

1 PROJECT’S DESCRIPTION

1.1 Context

Angola is rich in biodiversity, but its natural resources are threatened by overexploitation, insufficient governance of protected areas, and climate change. National parks, established since the colonial era and covering approximately 13% of the national territory, have suffered significant degradation over the past decades due to illegal extraction, deforestation, unsustainable agricultural practices, excessive hunting, invasive species, rapid population growth, and poor governance, which has affected local communities and trapped vulnerable rural populations in unsustainable land use.

A major challenge is the weakness of the governance framework for biodiversity protection and the insufficient enforcement of laws within protected areas. The National Institute of Biodiversity and Conservation (INBAC), responsible for overseeing conservation, lacks sufficient financial and technical resources to effectively manage the country’s protected areas. Infrastructure is often in poor condition, and conservation staff are under-trained and poorly equipped, leading to a lack of monitoring and enforcement of laws.

However, unlike other countries in the subregion (Zimbabwe, Mozambique, Zambia), Angola has not yet clearly defined how it wishes to evolve its model for managing national parks. The centralized conservation model remains in place while opening certain parks to other governance strategies, such as partnerships with private entities and community conservation initiatives. Angola aims to diversify its economy through ecotourism, even though tourism remains limited or non-existent in the country’s national parks. It is beginning to develop, driven by the growth of coastal areas.

In terms of environmental and biodiversity education, the country currently has a single operational school under the aegis of the Ministry of the Environment, the Catalangombe school in Quiçama. This school is intended to train INBAC, MINAmb and local communities staff on conservation and environmental issues. However, it is underutilized and requires some rehabilitation to improve its effectiveness and reach.

In this context, the French Government provided a grant of 3.7 million euros in November 2024 to strengthen the capacities of INBAC, particularly in managing two protected areas—the Cangandala National Park and the Luando Strict Nature Reserve—which are known to harbor the Giant Sable Antelope. This grant will be implemented by the Frankfurt Zoological Society and is set to start in Q2 2025.

1.2 Presentation of the EU Programme

1.2.1 Action Document

In response to the challenges described above, an EU funded Program ACT-62524 “Angola’s Natural Heritage: Governance and Ecotourism in Conservation Areas” (see Appendix A) has been negotiated between the EU and Angolan Authorities as part of the annual action plan in favor of Angola for 2024. It is intended to be officially signed during the first semester of 2025 for a total budget of 25M€¹.

Its overall objective is to “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 Geographies targeted are Quiçama, Luando-Cangandala and Cameia national park.

The specific objectives and corresponding components are:

1. Component 1 - Strengthen the enabling framework for the successful implementation of the Angolan NBSAP: policy, regulatory and institutional frameworks relevant to sustainability, integrated land management, long-term funding of conservation landscapes and the development of ecotourism.
2. Component 2 - Improve the effectiveness of institutions at national, provincial, municipal and local levels, including local communities and indigenous peoples, in preserving the conservation landscapes that benefit.
3. Component 3 - Improving the conservation, management and use of biodiversity, wildlife and ecosystem services in beneficiary conservation landscapes, ensuring the inclusion of local communities, especially women, children, youth and vulnerable populations.

The specific objectives, and activities are indicative and need further prioritization and detailing. This will require a process of diagnosis of the situation and precise challenges for the existing institutions and stakeholders, as well as, a large consultation. This will enable the construction of a Project based on sound hypothesis and structured around S.M.A.R.T targets and indicators, as well as supported by a budget based on reliable estimations of expected costs.

1.2.2 AFD Mandate

The French Development Agency (AFD), is an EU pillar-assessed agency, and has been mandated by the EU Delegation of Luanda to design, within the indicative scope of the ACT-62524 Action Document, a 5 years duration Project tailored to the priority orientations and needs of the Ministry of Environment and INBAC, who will act as the Project Owner and its primary beneficiary.

The Action Document envisages secondary beneficiaries of this Project such as the Ministry of Tourism and Culture, the Ministry of Education and potentially the Ministry of Agriculture and Forestry. In addition, the Project will work in close cooperation with the Provinces, Municipalities, Traditional Authorities and local communities as well as economic players operating within agro-ecology and ecotourism value-chains where activities will be implemented.

The design of the Project is expected to be concretely and explicitly:

- a. Complementary to the Palanca Yetu project already mentioned, bringing to its owners (INBAC and Frankfurt Zoological Society (FZS)) additional resources intended to strengthen their capacity, means and impacts in the Landscape of Cangandala Luando.
- b. Complementary to the biodiversity programs funded by other donors (such as UNDP, GEF, RAINFOREST TRUST, and others) which scope and geographic covers overlap with those of the Project, especially in the Cameia and Lisima Landscape;

¹ Including: delegation’s management fee, indirect management and implement costs and direct costs.

- c. Synergic with and supportive to the Angolan Government's efforts to (i) align its National Biodiversity Strategy and Action Plan and its associated regulations and instruments to the 22 targets of the Global Biodiversity Framework negotiated under the COP15 of the United National Convention for Biological Diversity of which Angola is an active Member State; (ii) contribute to the efficient contribution to the Ramsar Convention overall objectives to efficiently protect, restore and valorize internationally and regionally significant in-land aquatic and humid ecosystems;
- d. Supportive to the Angolan's government efforts to develop, together with its public and private donors, a comprehensive and long-term financial strategy to cover for the costs of efficiently managing its network of National Parks and other protected areas while extending it to the 30X30 Target 3 of the GBF and to develop institutional capacities at central and local levels; including through better valorizing its natural heritage to strengthen Angola's touristic attractivity or to support the National Development Plan via, when the potential is confirmed, nature based value chains, products and services, so that nature becomes a recognized national asset to be protected for the benefit of the Angolan people, especially in the surrounding of National Parks and protected areas.

1.2.3 Priority areas of implementation for each component

Component I	<p>The scope of the work on policies, regulations and institutional frameworks and governance will primarily be focused on the following themes :</p> <ul style="list-style-type: none"> - Alignment of the NBSAP with the targets 1, 2, 3, 5, 8, 9, 13, 18, 19, 20 and 21 of the GBF; - Development of proper regulations, implementing instruments and information systems institutional frameworks supportive to the above, with pilots being experimented within the three priority Landscapes; - Efficient implementation of regulations and law enforcement mechanisms, and cooperation processes within the different levels of decision (from the Ministries to the stakeholders and people at Landscape level); - Long-term financing of the network of protected areas and associated financing and maintenance of infrastructures and services. <p>If C1 needs to experiment implementing some of the innovative approaches at field level, the three priority Landscapes will be selected.</p>
Component II	<p>C2 is a core capacity building and institutional development component within the Project. It will primarily focus on strengthening the organization, capacity and expertise of priority departments/units of the Ministry of Environment, the INBAC as well as the Ministry of Tourism (in the field eco-tourism).</p> <p>Not only the Project will bring direct support through partnerships and long-term and temporary Technical Assistance, that will ensure knowledge and technological transfers to the targeted teams and services, but it will also provide for the rehabilitation and further development of INBAC's training capacity through either the rehabilitation of the operational training capacity of the Catalangonbe Educational Center and/or the development of "mobile training" capacities to allow for decentralized training courses, especially for rangers, INBAC agents and local communities within the selected three Landscape.</p> <p>Capacity building is expected to also encompass a participatory approach to conservation management, emphasizing dialogue, inclusion, and the establishment of grievance redress mechanisms.</p>

Component III	<p>Quiçama National Park spans 9,960 km² and is located near Luanda. It features a semi-arid climate with savannah grasslands, forests, and coastal cliffs. The park once had a rich diversity of wildlife, but decades of war and poaching severely depleted populations of key species. Conservation efforts, including species reintroduction, are ongoing. Opportunities include ecotourism and community engagement, but threats such as illegal hunting and land encroachment persist, with illegal settlements and agricultural activities posing challenges to conservation efforts.</p> <p>The Cangandala-Luando landscape includes Cangandala National Park and the Luando Nature Reserve and is a vital area for biodiversity conservation. Luando Reserve covers approximately 8,280 km², while Cangandala is Angola's smallest national park. This landscape is dominated by miombo woodlands, savannahs, and riverine ecosystems and is home to the endangered Giant Sable Antelope. While the region has a low human population density, local communities engage in subsistence agriculture. The area faces significant threats, including poaching and habitat loss due to agricultural expansion.</p> <p>The Cameia/Lisima landscape, encompassing Cameia National Park which covers approximately 14,450 km² and features a mix of seasonal floodplains, miombo woodlands, and wetland ecosystems. This area has a big variety of bird species, making it an important site for regional and international migratory roads. Human settlement in the region are sparse, with communities primarily engaged in fishing and small-scale agriculture.</p>
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1.2.4 Main stakeholders of the project per component

The owner of the project (MOA) is the Republic of Angola, represented by the Ministry of Environment. The main stakeholders of the project are the Ministry of Environment and INBAC, based on the following leaderships:

- Component 1: Ministry of Environment
- Component 2: INBAC
- Component 3: INBAC

The feasibility should confirm the stakeholders and if a delegation of ownership (MOAD) is to be signed between MINAMB and INBAC.

To support them, some partners have already been discussed and identified by AFD's mission in February 2025:

Component I	South African National and Biodiversity Institute (SANBI), UNDP, FAO, French biodiversity office
Component II	Southern Africa Wildlife College
Component III	FZS, Kissama Foundation, Lisima Foundation, Development Workshop, The Nature Conservancy, Rainforest Trust, Zoological Society of London

The feasibility should confirm the partners and their intervention modalities in the Project.

1.2.5 Indicative budget and eligible expenditures

The budget presented in the AD of the EU is indicative and needs to be adapted to meet AFD requirements. As part of this study the budget and eligible expenditure list will have to be revised to adjust it to the context and allow flexibility in the implementation of the project.

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	500 000
Audit	
Total	25 000 000

1.2.6 Environmental and Social risks

The project is classified as high environmental and social (E&S) risks - category A - under the AFD classification of the E&S risks.

The main risks identified at that stage are:

- From an environmental point of view: (i) the high sensitivity of the ecosystems and species within the three landscapes where the project is intended to be implemented; (ii) the limited capacities from INBAC; (iii) the potential economic activities envisaged within the project area (example given : rehabilitation of constructions and infrastructures; support given to the touristic valorization of wildlife within the boundaries of National Parks, hunting tourism...).
- From a social point of view : (i) the presence of a large cultural and social diversity, as well as potential sacred sites within the landscapes, hence the need to take into account cultural vulnerability or specificities in the project design; (ii) the lack of knowledge on the socio-economic reality within the landscapes and the potential presence of vulnerable social groups; (iii) the potential social impacts of the type of activities envisaged (example given : capacity building activities and support to economic opportunities offered to local communities; reinforcement of the conservation act law enforcement within the National Parks boundaries); (iv) the local communities engagement, in particular indigenous people, in the land-use planning and activities development.

- From a normative point of view : the lack of clear understanding of the compliance of the Angola legal framework and/or law enforcement capacity with the AFD Environmental and Social (including Gender) Standards and AFD Exclusion list.

With regards to the pre-identified risks, the environmental and social evaluation of the Project intends:

- To identify E&S risks linked to the program and its activities;
- To define an explicit management framework of environmental and social risks taken by AFD in case of financing of the Project;
- to engage, inform and listen to the Project's stakeholders from design to its concrete implementation;
- To provide the Project owner a clear understanding of their obligations with regards to AFD and national standards applicable to the Project so that the necessary means (human and financial) are provided for in the Project's Budget.

To this end, the process of assessing the E&S risks and performance of the project will encompass the following topics:

- Environmental and social management framework (ESMF), including and Environmental and Social Management Plan (ESMP);
- Process framework (PF);
- Stakeholder Engagement Plan (SEP);
- Grievance Redress Mechanism (GRM);
- Environmental and Social Management System (ESMS) analysis from the stakeholders involved in protected area management.

The document should be a stand-alone document, and aligned with AFD E&S management procedures, and the World Bank ESS, following the framework below:

- Program/project objectives;
- Presentation of counterpart: country/Ministries (institutional and financial arrangements);
- Country strategy in which the program/project is integrated, and other linked programs (i.e. KAZA-TFCA);
- Environmental and social study already carried out for the project;
- Overview of issues related to land and resource access restrictions, specifying as much as possible the following:
 - Status of PA recipients and types of restrictions associated, including PAs E&S Management Plans;
 - Threat and constraints to PA protection (deforestation, overfishing, agricultural encroachment, poaching, etc.);
 - Profile of associated communities and presence of indigenous population;
 - Status of relations with communities linked to PAs (prior commitments, social acceptability...).

The document should encompass the following chapters and elements:

Acronyms

1. Introduction: ESMF reading grid and summary
2. Project Presentation
 - 2.1. Project Context
 - 2.2. Project Logic
 - 2.3. How to implement
 - 2.4. Schedule
3. ESMF Rationale

- 3.1. Objective and justification of the ESMF
- 3.2. Scope and logic of application of the ESMF to the project
4. Project E&S standards
 - 4.1. National regulatory texts
 - 4.2. International texts applicable in Angola
 - 4.3. Gap analysis with WB ESS and AFD exclusion list
5. Project E&S Context
 - 5.1. Environmental context
 - 5.2. Social context
6. Potential E&S risks and impacts of interventions
 - 6.1. Sources of risk and E&S impacts of interventions
 - 6.2. General E&S risk mitigation and impacts
7. Process Framework

The Process Framework will be prepared in accordance with ESS 5 WB. It will establish the participatory process through which members of potentially affected communities will participate in the design of project components, defining the measures necessary to enable livelihood restoration, and implementing and monitoring relevant project activities. The elements expected in the Process Framework are as follows:

- 7.1. Rationale for the Process Framework and approach: The Consultant will indicate how project activities are likely to result in restrictions on access to land and natural resources for local communities. The Consultant will present the methodology followed and document the participatory process (community workshops) conducted to develop this Process Framework.
- 7.2. Initial status: Characterization of the communities associated with PA and for each identified community:
 - History of settlement, organization of customary territories, relations between communities. The consultant will systematically assess the applicability of ESS7 characteristics to indigenous peoples;
 - Mapping uses with description of access modes, management modes and use of natural resources;
 - Assessment of community dependence on natural resources. The description will cover all services provided by PAs to associated communities (food, cooking, heating, welfare, cultural, heritage, identity and territory, etc.).
- 7.3. Assessment of impacts caused by restrictions on access to and use of natural resources: the Consultant will indicate how project activities are likely to impact communities associated with PAs. When project activities are not sufficiently defined, the Consultant will identify potential risks. This section should refer to data collected during interviews with communities associated with PAs.
- 7.4. Eligibility criteria: The Consultant will determine which communities are to be involved in the activities of the Process Framework. Where necessary, it will identify (i) affected communities that will be eligible for livelihood restoration measures and (ii) communities that are not affected but need to be included in the engagement strategy.
- 7.5. Affected community engagement strategy: the Consultant will define the affected community engagement strategy. This strategy will outline activities to inform and engage communities at each stage of the program/project. For each step, the Consultant will indicate:
 - Forms of commitment, responsibilities and resources to be mobilized, timing.
 - Specific provisions for the engagement of women and populations likely to be excluded or marginalized.
 - The engagement strategy should also indicate how the perspectives of communities associated with PAs will be taken into account and reflected in the design of program and project activities.

- 7.6. Restoration of livelihoods: during the community workshops, the Consultant will have been able to interact with the affected communities and identify the steps to follow to engage them in the development of a Resettlement Policy Framework (RPF) adapted to restricted access to natural resources. At that stage, it is therefore not expected that measures to restore livelihoods will be defined. However, the framework measures will be established to ensure that the process followed by the RPF to define these measures is participatory. In particular, the framework measures will identify strategic groups to be consulted, the steps required for their engagement, and the principles to ensure that multiple compensation options/ restoration measures are available to them.
8. ESMS from stakeholders involved in PA management
 - 8.1. ESMS review
 - 8.2. Gap analysis and action plan
9. Stakeholder engagement plan including Process Framework's outcomes
 - 9.1. Objectives of the SEP
 - 9.2. Identification and analysis of stakeholders
 - 9.3. Stakeholder engagement strategy
 - 9.4. FPIC Procurement and Documentation Procedure
 - 9.5. Complaint Grievance Redress Mechanism
10. E&S follow-up program of interventions and project
 - 10.1. E&S Monitoring Objectives
 - 10.2. E&S Monitoring Measures and Project Indicators
 - 10.3. Documentation and Reporting
11. Ex-Post Evaluation
12. Modalities and resources
 - 12.1. Implementation of ESMF
 - 12.2. Capacity building of stakeholders
 - 12.3. Planning and cost of implementing the ESMF measures

Appendices

Appendix 1 - TDR of an ESIA or EIN, and Resettlement Action Plan dedicated to mitigate impact from access restriction

Appendix 2 - E&S clauses of subcontractors

Appendix 3 - Code of Conduct to be signed by subcontractor staff

Appendix 4 - Complaint Registration and Tracking Form

Appendix 5 - E&S monitoring report template for site activities

Appendix 6 - Consolidated E&S Project Monitoring Report Template

Appendix 7 - Immediate Incident Report Template

Any other appendix or chapter relevant to the Project should be incorporated.

Concerning the AFD's environmental and social standards, the Consultants will refer to the following documents:

- AFD Environmental and social Risk Management Approach
<http://www.afd.fr/lang/en/home/AFD/developpement-durable/DD-et-operations/maitrise-risques> (EN)
- AFD Exclusion List: [AFD Group Exclusion list | AFD - Agence Française de Développement](#)
- World Bank Group Operational Policies regarding Environment and Social Safeguards
- Environmental and Social Framework, World Bank, August 4, 2016
http://consultations.worldbank.org/Data/hub/files/consultation-template/review-and-update-world-bank-safeguard-policies/en/materials/the_esf_clean_final_for_public_disclosure_post_board_august_4.pdf

- World Bank Group Environmental, Health, and Safety – EHS – Guidelines
http://www.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/ifc+su stainability/our+approach/risk+management/ehsguidelines
- ILO's fundamentals conventions
http://www.ilo.org/dyn/normlex/en/f?p=1000:11200:0::NO:11200:P11200_COUNTRY_ID:103404
- AFD's gender approach and guidelines
<https://www.afd.fr/fr/cadre-intervention-genre-reduction-inegalites> ;
<https://www.afd.fr/fr/boite-outils-genre-diligences-environnementales-et-sociales>
- <https://www.ifc.org/content/dam/ifc/doc/mgrt/esms-toolkit-general.pdf>
- Proces Framework Guidance IUCN
[esms-access-restriction-mitigation-process-framework-guidance-note.pdf](https://www.ifc.org/content/dam/ifc/doc/mgrt/esms-toolkit-general.pdf)

12.3.1. Expected Sustainable Development Analysis Ambition and DAC Classification

The targeted notation of Sustainable development objectives for the Project are detailed by Dimension in the following table:

Dimensions	Target Notation	Comments
Planet Pillar		
Preservation of biodiversity, management of ecosystems and natural resources	3	The project's goal is to structurally improve biodiversity through (i) institutional strengthening of the INBAC (ii) strengthening the enabling framework for the management of Angola's conservation areas and (iii) updating and/or implementing the management plans for three landscapes defined around 3 national parks and a strict nature reserve in Angola.
Transition to a low-carbon trajectory	0	On this dimension, the project will be based on a "do no harm" principle, which will be applied specifically to investment and building rehabilitation activities. Thus, the project has no impact on change levers but remains consistent with a low-carbon trajectory.
Resilience to climate change	2	The project allows for capacity-building actions to (i) integrate climate adaptation issues into the enabling biodiversity framework in Angola and (ii) reduce significant climate risks affecting the three landscapes (fire, temperature rise, reduced rainfall).
Human Pillar		
Social link: reduction of inequalities and inclusion	2	One of the expected effects of the project is to contribute to the reduction of multidimensional inequalities as well as the strengthening of inclusion (secondary objective) within the three targeted landscapes.
Gender: Gender equality (women and men)	2	The secondary objective of the project is to contribute to the empowerment of women and the reduction of gender inequalities, specifically in the three targeted landscapes.
Economic & Governance Pillar		
Sustainable and resilient economy, designed with humans and for the planet	1	The project contributes to improving the social and/or environmental performance of the economic model of Protected Areas (competitiveness, creation of decent jobs, efficiency in resource use).
Governance sustainability of the project's effects and governance framework	3	The project foresees significant effects on one or more key areas of the governance of the protected areas network (organization, strengthening environmental police, inclusion of local populations in management).
Other Issues		

Consolidation of peace and conflict prevention	0	The project will not create any effects
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12.4. Process of appraisal and design of the project

The Action Document (AD) as developed by the EU will be the main guiding document, however the AD is too large and ambitious within the timeframe of the Project. Therefore it was decided jointly with the EUD to adjust the scope of the Project and allow a 12 month inception phase after the signing of the Contribution Agreement (see Appendix B for the template of the logframe and budget of the Contribution Agreement) to detail all activities and finalize the detailed design of the project.

12.4.1. Current hypothesis for operating modalities of the project

Based on the information acquired during AFD's mission in February 2025 (see Appendix C for the Mission Report), the following guiding principles have been established and validated with the European Union and the Angolan counterparts:

Owner (MOA), PMU and Level I Project Management (national scale and landscape).

1. The owner of the project is the Ministry of the Environment (MINAMB), which will chair the Steering Committee.
2. The MOA will be supported by a Project Management Unit (PMU) attached to the MINAMB and hosted within the INBAC. It will work with the different MINAMB and INBAC departments involved in the project.

It will be responsible for the fiduciary management and monitoring of the project, and will include technical expertise to implement the Project. It will coordinate with all external technical teams (consultants and/or technical partners) that will be mobilized to support INBAC and MINAMB for all components.

It will provide all technical teams (TA and technical partners) with support to ensure that they have a good grasp of the institutional mapping involved in the decisions to be taken. It will provide this support function through a close and very regular dialogue with the strategic leadership of MINAMB and with the leadership of INBAC. It will also ensure good coordination of the project with other international aid programs related to the project.

In order to ensure the achievement of the points above, the PMU will be composed of:

- a. An administrative and financial team (project coordinator, financial, procurement, monitoring and evaluation and management of a small grant financing instrument); the PMU will also potentially manage a small project financing facility, to allow investment flexibility throughout the project.
- b. A technical team in charge of inter-ministerial relations and the steering of the various consultation processes necessary for the successful implementation of the project – at this stage, it is envisaged that there will be at least three experts specialized respectively on (i) Biodiversity conservation policies and environmental law, (ii) biodiversity education and (iii) nature-based tourism development. These three experts will also be mobilized in the processes of financing decisions related to the different opportunities/ pilots that should be financed during the project duration.
- c. A communication/marketing team that will be in charge of the communication and branding of the project. This team will also deploy its expertise in support of the Ministry of Tourism on the valorization of tourist products or other (agricultural products, handicraft products, etc.)

supported by the project. It will liaise with the INBAC, MINAMB and MINTOU communications teams; and work closely with local media as well as tourism operators, and with the private sector working in the sectors affected by the project. It will be responsible for ensuring the visibility and image development of these products.

The organization and dimensioning of the PMU will be defined during this study. Currently it is expected that the PMU will be hosted in INBAC's building (free of charge), which will allow the PMU to work more agile with the different INBAC departments involved in the project.

This PMU will ensure all the functions of animation of consultation processes related to the component 1 (governance & legal framework) and inter-ministerial or inter-institutional. In the latter area, it will provide all teams (TA and technical partners) with support to ensure that they have a good grasp of the institutional mapping involved in the decisions to be taken. It will provide this support function through a close and very regular dialogue with the strategic leadership of MINAMB and with the leadership of INBAC. It will also ensure good coordination of the project with other international aid programmes related to the project.

The project will have to involve the different stakeholders involved in decision-making processes on (i) governance and legal framework in the environmental and biodiversity field, (ii) educational activities connected with biodiversity (iii) topics related to infrastructure rehabilitation of the school, and the infrastructure in the landscape perimeter, (iv) public finance and budget allocation/execution (v) tourism development and public-private contracting in this area.

The project is expected to create several Technical Committees (COTECH) – at least on conservation; infrastructure; and tourism - in order not to burden the decision-making process. At the request of the EU, very specific attention will be paid to the capacity of the PMU to facilitate these processes and ensure that the main beneficiaries of the project are properly involved in its dynamics. This quality of dialogue and good connection between the institutions in charge of the technical scope of activities and the project team's implementation decisions (including TA & partners) will be privileged over the speed of execution. The project is expected to have a significant impact on the capacity of Angolan beneficiaries to implement effective investment and management programs in the conservation sector.

External technical support (out of the PMU) will complement the support to the main stakeholders in various forms:

- Embedded technical assistance (consultants), recruited after calls for tenders and NO from the AFD, deployed to support the different stakeholders, on prioritized thematic issues; the TA will be attached to the focal points of the project within these ministries, to which they will transfer know-how and expertise that will be defined and discussed with the counterpart during feasibility. The number and positioning of these decentralized experts remains to be determined: a TA within the planning and Conservation Areas department within INBAC (placed with the director of CAs) is being considered, a TA placed with the director of development within the Ministry of Tourism, and probably one or two in the Ministry of Environment. Within MINAMB the TA will possibly be placed in the Legal Department, the Finance/Strategy & Planning Department and finally, if necessary – depending on the scope of the reforms to be undertaken in this field within the Education Department;
- Peer-to-peer support through international partners that have an agreement or are willing to develop cooperation with MINAMB and/or INBAC, based on an annual program of activities validated by the MOA and AFD;
- Technical support systems deployed at the level of each landscape with INBAC teams.

The support to the landscapes will follow another scheme at local level. It will be provided at a decentralized level, in each landscape, either through trusted international or national landscape technical partners of INBAC, or through a consultancy contract with the MOA or MOAD (in the absence of a trusted technical partner) after a call for tenders.

These technical teams will be:

- Directly managed by the PMU (in the absence of a local technical partner), with direct (and local) support from the national park administrator concerned;
- Deployed by a trusted landscape technical partner or partners,

Several technical partners were identified during the fact-finding mission, given their partnership with INBAC or MINAMB and their technical expertise or experience in institutional and operational cooperation. These include in particular:

- For the Cangandala-Luando landscape: the Frankfurt Zoological Society (FZS), in continuity with the project funded by the AFD grant, Palanca Yetu;
- For the Cameia landscape: the Lisima foundation (Angolan foundation) which is already working in partnership with INBAC in the Okavango region;
- For institutional support and governance: SANBI which has a regional mandate to support its peers in Austral Africa region; the opportunity of involving other institutional partners, such as the French Office for Biodiversity, should be explored;
- For the training school of administrators and rangers, the Wildlife Southern Africa training center.

These decentralized teams, working jointly with INBAC local teams, will coordinate the activities to be implemented at landscape level. Activities will cover the four fields of the project: conservation, support to local populations, local environmental education (but limited to primary, secondary and local communities) and local tourism development. The technical partners are expected to act as a key facilitator in the local governance structures, to ensure the participation of key stakeholders in the landscapes, and surrounding areas.

If a technical partner is identified, and its procedures are in line with those of the AFD, it can potentially be considered to delegate funds at its level (to be confirmed for each partner), this to cover its own operating costs, and its technical support to local communities, or the payment will be made to the partner by AFD according to an Action Plan validated by INBAC.

Investments and purchases of equipment will be managed at PMU level, in particular the procurement expert who will centralize these requests and ensure the correct level of ES & compliance with procurement procedures and LB/FT standards.

Feasibility will focus on confirming the possibility of building on these partnerships. If some of these partners could not be confirmed, it will identify alternatives (other African school, for example). It will also help to define the terms of reference and the modalities for the intervention of these partners. It will define the development modalities of this support mechanism to other actors (additional local partners, consultancies) during the start-up phase of the project.

12.4.2. Articulation between feasibility and inception phases

The Project includes a 12-month inception phase, since there is a lack of knowledge about the initial status of institutions and landscapes (Cameia in particular), the legal corpus to be strengthened (Component 1), the conformity of school buildings to be rehabilitated, and the training needs within beneficiary institutions (Component 2) and the protected areas, and the socio-ecosystem and agrarian

system prevailing in the three landscapes (Component 3). It is crucial that the feasibility and inception phase are coordinated to allow the inception phase to start without delay.

The goal of the inception phase is to establish the detailed activities and the detailed budget, and specify local technical partners and funding arrangements for activities not identified during the feasibility. The Project is supposed to be implemented during at least 5 years.

This approach, which gives time for reflection and construction of a good local ownership of the future program, will be a challenge to ensure the expected compliance with AFD standards, in particular regarding the socio-environmental risk management and LAB/FT procedures. The feasibility should therefore focus on the scoping of these risks and recommendations to mitigate them.

13. OBJECTIVES AND DELIVERABLES OF THE FEASIBILITY STUDY

The overall objective of the feasibility study will be:

1. Support AFD in the design of the EU program to sign the CA;
2. Prepare the inception phase;
3. Prepare all the Environmental and Social documentation.

To achieve these objectives, this study will proceed in four steps:

➤ Step I : Initial Scoping report (2.5 months)

During the first step the contractors are expected to do a literature review and gap analysis, preliminary interviews, field trip, initial report organized by crosscutting issues (governance, implementation modalities, budget, PMU and Environmental and Social screening) and component. This will be the basis for the activities to be performed in the next steps. This report should include:

- Based on the field visits and literature review on: current initiatives, studies conducted by donors and the Government of Angola in the biodiversity and tourism field (special focus on the 3 landscapes); and existing intra and inter-governmental platforms to implement conservation policies and coordinate with local communities:
 - Develop fiches with current state of conservation, main economic activities and value chains, overall and preservation challenges and opportunities (based on e.g. co-management plan, biodiversity survey, LBSAP)
 - Definition intra and inter-governmental platforms for the project to support and discuss cross cutting issues in the implementation of the project and in biodiversity field.
- Policy and regulation review in the field of biodiversity , including a gap analysis
 - Proposed topics: NBSAP, conservation, biodiversity, Land-use and zoning, Communities in Protected areas, Finance, Ecotourism;
- Based on literature confirmation of key stakeholders and partners in the biodiversity, tourism and in the 3 landscapes:
 - Identification of all stakeholders working the area of biodiversity and eco-tourism in the 3 landscapes (public and private);
 - Identification of key activities and results; identification of their support mechanisms in order to design the scope of their intervention;
 - Analysis for the possibility of having a small project facility scheme: identification of key compliance and legal issues; fiduciary; and budget

- Analysis of the legal status of INBAC and level of dependency of MINAMB
- Confirmation of technical partners in the 3 landscapes:
 - Definition of the technical partners after discussions with stakeholders and identified partners to confirm their interest and capacities;
 - Draw up recommendations for their involvement modalities in the project: legal and procurement issues, compliance issues;
 - Based on their involvement modalities and legal status, recommendations for the fiduciary and legal scheme: direct contract or not, etc.;
 - Support the due diligence process for accreditation of identified partners.
- Identification of investment needs (e.g. rehabilitation of the Catalangombe school) in each landscape and approximately budget;
 - Methodology for prioritization of investments
- Initial definition of different scenarios for the area of intervention for Cameia/Lisima landscape
 - Development of indicators and narrative for the choice for the selection for the area of intervention
- Scoping of social and environmental risks and recommendations for each landscape (see section 1.2.6.):
 - Initial scoping on E&S risks in the 3 landscapes;
 - Identify zones for cultural, gender and social risks and definition of a baseline;
 - Gap analysis of the park managers' Environmental and Social Management Systems (ESMS) with World Bank standards;
 - Analysis of the E&S governance in Angola to identify the Environmental and Social Impact Assessment process and competent institutions as well as their capacity;
 - Definition of the main E&S risks in the 3 landscapes and overall and of the key principles for the management of these risks: main orientations for the definition of the PGES;
 - Development of the ecological baseline.
- Diagnosis of current training strategy, modalities and governance within MINAMB/INBAC and other projects:
 - Scoping of activities to development for training of trainers, rangers and increased technical capacity of institutions involved and key selected technical partners;
- Identification of technical assistance needs in Ministry of Environment, INBAC, Ministry of Tourism and possibly Ministry of Education
 - Identification of exact location for the technical assistance (departments).
- Diagnostic on governance framework and participation practices for the project:
 - Brief and operational analysis of the national framework for public participation and dialogue, including legal requirements for public consultation;
 - Capacity assessment of the project partners in terms of dialogue with local populations: internal commitments, available expertise, past and ongoing initiatives.
 - Training, capacity-building, and technical assistance needs will be identified, with particular attention to the project owner's willingness to integrate this approach.
- Climate risks and vulnerability assessment: Definition of the climate risks and vulnerability of ecosystems, natural resources and livelihoods.

- Definition of climate adaptation measures activities to mainstream climate change in the different project component, for instance through: (i) integration of climate adaptation issues into the enabling biodiversity framework in Angola and (ii) measures to reduce significant climate risks affecting the three landscapes (fire, temperature rise, reduced rainfall), (iii) development of livelihood that are resilient to climate change.

This first step should include field visits and discussions with local authorities and stakeholders. A first workshop should be organized to confirm the scoping report.

➤ **Step II : Project definition report (2 weeks)**

In the second step, the report should aim at confirming or adjusting the recommendations of the initial report. The expected results are:

- Confirmation of the governance mechanism, fiduciary scheme (owner, delegated owner or not, partnerships, contracts);
- Confirmation of Technical Assistance in MINAMB, INBAC (centralized or regional) and MINTUR, definition of placement of TA in the Ministries and definition of needs;
- Confirmation of the modalities and mandate of participation of each technical partner;
- Confirmation of investment needs (e.g. rehabilitation and equipments) and finalization of methodology for prioritization;
- General scope of each component, expected outputs and outcomes, and adjusted budget for TA or partners' activities, equipment, rehabilitation, communities' support, etc.;
- Expected results for each component, in particular with regards to capacity and institutional development, economic impact for the communities and policy improvement; analysis of the sustainability of the project effects;
- Confirmation for the composition of PMU and modalities of work within INBAC; definition of the key profiles and equipment needed for the first year (inception phase);
- Recommendation for a small project facility scheme: identification of key compliance and legal issues; recommendations to mitigate the risks;
- Recommendations for the implementation of the inception phase: conditionalities, clear definition of steps, confirmation of ToRs to be prepared.
- Confirmation of dedicated consultation methodology, ensuring inclusive representation of all social groups, with particular attention to women.

A workshop should be organized to validate the Project definition draft report.

➤ **Step III : Drafting the project documentation and deliverables for EU/AFD approval and for the preparation of the Project inception phase (2 - 3 months)**

- For AFD-EU approval process (2 months):
 - Draft of annexes of Contribution Agreement (logframe, budget and detailed description of the project);
 - Finalization of global budget per component and investments (works) and unallocated budget. Expenses eligible and mechanism of financing;
 - Financial planning, process and disbursement;
 - Confirmation of Key indicators and outputs for the 3 landscapes and overall project (Policy component, Eco-tourism, longterm financing) to be included in AFD-EU contract;
 - Definition of work plan and budget for inception (1st year);

- For the inception phase and AFD internal process (3 months):
 - Draft of the Environmental and Social Management Framework (ESMF), including the following framework of an Environmental and Social Management Plan (ESMP), a Process Framework (PF), a Stakeholder Engagement Plan (SEP); and a Grievance Mechanism (GRM);
 - Confirmation of prioritized TA, partnerships and studies to be conducted/implemented during the inception phase;
 - Definition of ToRs for key short term and/or long term TA to prepare the inception phase
 - Based on the operational modalities defined with the most relevant technical partners, draft of the MoUs/ToRs for the involvement of the partner during the inception phase.
 - Finalised due diligences process on technical partners identified in step II;
 - Draft of the procedure manual to guide INBAC/MINAMB in the context of inception phase;
 - Definition of the ToRs for the profiles of the PMU
 - Definition of ToRs for the E&S to develop the full Environmental and Social Management Plan based on the documents prepared during this feasibility study.
 - Definition of ToRs for full socio-economic diagnosis based on the field visits, stakeholder consultations and literature review conducted in Step I and II

➤ **Step IV : Consultation, negotiation and finalization of all deliverables (2 weeks)**

Finalise all deliverables based on the discussions of AFD with EU on budget, logframe, detailed description of the project and inception phase. In case it is needed by AFD based on internal discussion or discussion with the EU, adjust ToRs mentioned in Step III for inception phase and the final documentation for the ESMF.

* * *

14. METHODS FOR CONDUCTING THE STUDY

The study must be carried out by a team of consultants that demonstrates:

- A strong expertise in protected areas', community based conservation, biodiversity conservation governance and management, environmental legislation, and designing project financial and technical support in the biodiversity sector, in particular in Africa.
- A strong expertise conducting E&S studies in the context of AFD and World Bank procedures.
- Proficiency in Portuguese and English or French.

A specific attention will also be given to the capacity of the team in terms of:

- Clear knowledge of the conservation culture within the country;
- Knowledge of the 3 landscapes ecosystems (including miombo forest), particularly on biodiversity conservation, and capacity to adopt an holistic approach to the integrated landscape management integrated issues such as community management, environmental and social risks while maximizing positive impacts on biodiversity;
- Gender experience in the cultural context of Angola and / or southern Africa. A preference will be given to experts with operational knowledge and references of gender sensitive programs and entrepreneurship, as the second and third components of the project need to clearly demonstrate a gender impact.

- Social and anthropological understanding of local communities and their land-tenure and uses rights, specific culture, specific ontology and representation of their own relation to the natural world;

The study includes missions in the 3 landscapes. The participation of the AFD team (up to 4 people) should be considered in the preparation of the mission to the National Park of Cameia. The consultants should bear the costs of this mission, including AFD staff.

The consultant will be in charge of organizing the workshops. During this workshops assumptions will be confirmed and approval of the initial design should be obtained. The presence of the AFD Project team (3 people) should be planned. The consultants should bear the costs of organizing the workshop.

Given the time constraint of the study, a priority should be given to the anticipation of field mission and presence in Angola, and a special attention given to prepare the logistic necessary for the needed local consultation. A kick off meeting will be organized as soon as possible after the contract is signed. The Contractor should ensure that the CV integrated in their technical proposal will be really available and flexible to respect the time constraints of this instruction.

The consultants will be required to submit in word format in Portuguese and French or English:

- A project report per step and component, as defined above
- The ESMF with all mentioned chapters in step III
- The logic framework, the budget and the description of the project for the drafting of the Contribution Agreement with the EU
- The ToRs and draft MoUs, as defined in the previous steps
- Reports from each workshop outlining clearly what was agreed

For the ESMF and the final report the documents will have to be drafted in French.

Local partners in possible consortiums are strongly recommended to decrease the risk and ensure the success of the field visits.

15. CALENDAR

The study will last a maximum of 7 months. The 3rd step deliverables relevant for negotiation with EU and AFD approval are expected by November. The study will follow the following indicative schedule:

- Kick-off meeting: 1 day after signature of the contract
- Submission of step I report: 2.5 months after kick-off meeting draft of Initial Scoping report;
- Workshop and submission of step II report based on the workshops: 2 weeks after step I report;
- Submission of the final draft report: 2 months after step II report for the main documents required for the EU-AFD internal process; and 3 months after Step II report for the ESMF and ToRs and draft MoUs (see full list in step III)
- Submission of final report based on the discussions with the EU: 2 weeks after draft report.

16. STUDY MANAGEMENT

The main contact points for this study are: Frederic Maurel (AFD HQ – Rural Agriculture and Biodiversity Dpt, maurelf@afd.fr) and Constança de Almeida (AFD Luanda, dealmeidac@afd.fr)

17. OFFER CONTENT

The proposal will include the following elements:

- Understanding of the terms of reference;
- Technical and methodological proposal;
- Methodology, including the organization of the team, schedule of the mission's execution, risk analysis and document submission;
- Presentation, references, and CV of the expert(s).
 - Local partners in possible consortiums are strongly recommended to decrease the risk and ensure the success of the field visits.

18. APPENDIXES

Appendix A – EU Action document

Appendix B – Templates for the Contribution Agreement Annexes (logframe and budget)

Appendix C – Mission Report AFD February 2025

19. BUDGET

A maximum of EUR 350.000 (three hundred and fifty thousand euros) will be encompassed for this study.