PROJECT IMPLEMENTATION REPORT

Project ID:	10505
Project Name:	Strengthen Management and Climate Change Resilience in Angola's Conservation Areas for Sustainable Development
Countr(ies):	Angola
Implementing Agency:	CI

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I. Overview

A. Description

Project name
Strengthen Management and Climate Change Resilience in Angola's Conservation Areas for Sustainable Development

Country
Angola

GEF ID	Implementing Agency
10505	CI

Executing Entity
The National Institute for Biodiversity and Protected Areas (INBAC)

Trust Fund	Project Type
MTF	FSP

PIR Submission	Fiscal Year , PIR Number
9/10/2026	FY 2026 , 3rd PIR

Objective
To improve the management of national parks in targeted Trans-frontier Conservation Areas (TFCAs) in southern Angola and strengthen the resilience of local communities and ecosystems to climate change.

B. Ratings and Disbursements

Implementation Progress	Development Objective
Moderately Unsatisfactory	Moderately Unsatisfactory

Overall risk
Moderate Risk

Project Financing	Cumulative Disbursement
16,152,000.00	2,100,000.00

C. Key Dates

CEO Endorsement/Approval	Agency Approval
6/4/2021	6/4/2021

Implementation Start	First Disbursement
8/1/2023	9/18/2025

Expected MTR 10/1/2026	Actual MTR
Expected Completion 9/30/2032	Actual Completion

II. PROGRESS STATUS AND ISSUES

A. Progress: Information on progress and outcomes of project implementation activities

Component 1: Strengthening the resilience of local communities to climate change in targeted TFCAs. In FY26, the component had 25% of activities under implementation and on track, 56% delayed, and 19% not started. The project has procured the consultant to undertake the Climate Risk and Vulnerability Assessment and Natural Capital Accounting assessments and Market assessment, whose outputs will unlock several delayed activities and thus improve the progress of implementation for this component in FY27. Additionally, the project also advanced the integration of biodiversity-compatible practices informed by rapid socio-economic and climate risk assessment conducted. The Herding for Health (H4H) approach and strengthened community engagement structures in Iona have also been carried out in this fiscal year. Progress in Luengue-Luiana was slow due to prolonged flooding experienced in the landscape.

Component 2: Improving conservation area management and wildlife conservation in targeted TFCAs. Under this Component, 51% of activities are under implementation and on track, 25% are delayed, 17% have not yet started, and 7% have been completed. Delays in progress activities are largely linked to the Climate Risk and Vulnerability Assessment (CRVA), Natural Capital Accounting studies, INAMET support to Iona, and finalization of land use planning. With additional technical personnel now engaged, implementation is expected to accelerate in FY27. In Iona, substantial progress was made in law enforcement, biodiversity monitoring, and park management, including expanded patrol coverage, deployment of Wildlife Monitors, strengthened marine patrols, completion of key infrastructure, and preparation for species reintroductions.
In Luengue-Luiana, the project advanced foundational planning processes, including the Park Management Plan, Land Use Plan, park outpost designs, and an anti-poaching baseline assessment to guide future enforcement strategies.

Component 3: Enhancing technical and institutional capacity of climate change and conservation institutions. Under this component, 11% of activites are under implementation and on track, 41% are delayed, and 27% have not started but scheduled to commence in FY27 and FY28. Most delayed activities are linked to the leadership change, understaffing and restructuring of key institutions, including DNACDS and the Environmental Funds Directorate. Nevertheless, the project remains engaged with these institutions through the Project Steering Committee (PSC) and will continue implementation support in FY27. Activities scheduled for FY27–FY28 largely relate to private sector engagement in NBT and ecotourism. Progress is expected to accelerate following the engagement of a consultant to assess tourism opportunities and develop investment-focused recommendations for both parks. Delays also affected the planned multidisciplinary conservation and biodiversity training programme, as the Menongue Wildlife Ranger School no longer exists and alternative institutional arrangements are being explored. In addition, capacity building activities for provincial climate change committees have been constrained by the absence of corresponding structures at the national level. To address this, the project developed ToR for provincial climate change technical working groups and submitted them for validation while formal provincial structures are being established.

Component 4: Facilitating project monitoring, knowledge management and sharing of lessons learned. In FY26, this component had 67% are under implementation and on track, 8% are delayed, 17% have not yet started, and 8% have been completed. During FY26, the project made significant progress in strengthening its Monitoring, Evaluation and Learning (MEL) system, including the development of an online database to improve data collection, management, accessibility, and analysis across all executing agencies. The development of the Management Effectiveness Tracking Tool (METT) for both Iona and Luengue-Luiana National Parks experienced delays; however, all preparatory work was completed and implementation is scheduled for early FY27, when the assessments will establish baseline values for measuring improvements in park management effectiveness.

B. Challenges: Information on challenges of project implementation activities

Project implementation during FY26 faced challenges that slowed delivery, which included

1. Prolonged flooding in Luengue-Luiana (December 2025–March 2026) constrained field activities in Luengue-Luiana.
2. Institutional restructuring of Ministry Departments (DNACDS and the Climate Fund) limited timely engagement under Component 3.
3. Delayed and lengthy procurement to undertake relevant assessments outlined under Component 1, legal analyses, and strategic planning, required before scaling implementation in the field.

Through adaptive and anticipatory planning, the project mitigated the delays by

1. prioritizing critical preparatory activities in Luengue Luina and ensuring completion of procurement activities in Component 1
2. Adjusting timelines to plan and commence activities once the flooding period has ended in Luengue-Luina
3. Strengthening governance through the establishment and operationalization of structures such as the Project Steering Committee.
4. Onboarding and closely guiding the new team in Iona to support them in understanding the project, which will facilitate and resume smooth implementation of activities under African Parks.

C. Stakeholder Engagement

The project continued to advance the operationalization of the project ESMF requirements through sustained, inclusive, and multi-level stakeholder engagement across both project sites. In Luengue-Luiana, engagement during the project launch brought together municipal authorities, park management, traditional leaders and community members, local NGOs, including youth. Stakeholders were sensitized on project objectives, expected results, and anticipated impacts on livelihoods, conservation, and biodiversity. The Accountability and Grievance Mechanism (AGM) was introduced, with emphasis on establishing localized and context-specific grievance systems to strengthen linkages between communities, park authorities, and local government, and to enhance feedback mechanisms. Engagement also extended regionally through cross-border collaboration with Namibia, including joint patrols and intelligence sharing between rangers to proactively address poaching.

In Iona, the project maintained strong engagement with municipal authorities, maritime authorities, skeleton coast authorities to strengthen coordination. The project is also continually engaging traditional leaders in the land use plan development as well in supporting the identification and validation of livelihood interventions to be supported by the project and reinforcing law enforcement strategies. Overall, stakeholder participation continues to play a critical role in improving conservation outcomes and strengthening community ownership.

Challenges encountered during this year: Despite this progress, several challenges persist, largely consistent with previous reporting. These include severe floods in luengue-Luiana that conditioned access to the park and limited the pace of implementation; logistical constraints and remoteness of both parks; stakeholder mistrust stemming from historical exclusion and unresolved land-use tensions, institutional coordination gaps with overlapping mandates, language and cultural barriers, and limited digital connectivity. Notably, trust in Iona has improved due to sustained engagement under the African Parks co-management arrangement.

Mitigation measures implymented : To address these constraints, the project is implementing targeted mitigation measures aligned with the Stakeholder Engagement Plan (SEP). These include the establishment of decentralized engagement platforms through park-based safeguards staff and multi-stakeholder committees; culturally responsive outreach guided by the Gender Mainstreaming Plan; and the rollout of context-adapted AGM tools, including local language translation and gradual integration of mobile-based access. In parallel, the project is strengthening institutional capacity of INBAC, The project steering committee, local authorities, civil society, and traditional leaders, supported by an ongoing stakeholder mapping exercise to ensure inclusive and continued strategic engagement.

Collectively, these measures are mitigating risks, enhancing transparency and trust, and strengthening the effectiveness and inclusiveness of project implementation.

Preliminary outcomes: Low handing fruit forecasted for early in FY27 include building from momentum created in FY26 to improve visibility, and acceleration delivery. Priority actions include the rapid operationalization of localized stakeholder engagement and accountability and grievance mechanisms (AGM) in Luengue-Luiana, alongside activation of community led committees and safeguard focal points to strengthen trust and participation. At the community level, the project will initiate pilot biodiversity-compatible livelihood activities, such as Herding for Health supported by introductory training based on emerging climate risk insights. Simultaneously, progress will be accelerated through the deployment of basic field infrastructure, including outpost elements and communication and meteorological stations, and enhancing operational capacity and presence.

In conservation, immediate gains include optimizing the existing law enforcement workforce and increasing joint patrols, including transboundary collaboration with Namibia, to strengthen deterrence and monitoring. The project will also launch small-scale Nature-Based Tourism (NBT) pilots, focusing on 1 to 2 viable community based initiatives, while advancing value chain validation and business planning to attract private sector interest. Complementing these actions, strengthened stakeholder communication, through regular updates, community meetings, and local language outreach, will improve transparency and reduce mistrust. Collectively, these actions will deliver early, tangible results, improve the project's burn rate, and reinforce stakeholder confidence and ownership.

D. Gender Equality

Progress towards achieving gender-sensitive measures and intermediate results

The project continued to make solid progress in integrating gender considerations into its implementation, guided by the Gender Mainstreaming Plan (GMP). With support from Conservation International, all executing partners were trained on the Gender Action Learning System (GALS) and on Accountability and Grievance Mechanisms (AGM). These tools are critical because they help ensure that both women and men actively participate in decision-making, that inequalities are identified and addressed (this will continue throughout the life of the project), and that feedback and complaints are handled in a safe, inclusive, and transparent manner. Using these approaches, the project has made deliberate efforts to involve women across a wide range of activities. Progress has been particularly strong in Iona, where women have taken active roles in livelihood initiatives. For example, the Ovakande Homahere Sour Milk Women's Association and the Twa Handa Okutunga Ombazu handicraft association have been supported to improve their production, strengthen their organizational capacity, and access local markets. These initiatives not only enhance income opportunities but also increase women's visibility and leadership within their communities. In addition, women participated in agricultural resilience training, water governance committees, grievance redress awareness sessions, and community consultations. In Luengue-Luiana, progress has been slower due to remoteness, flooding, and logistical constraints; however, the project has established a foundation for future engagement. In FY27, efforts will focus on scaling gender responsive interventions in this area while continuing to consolidate achievements in Iona.

Were all activities anticipated by the Gender Mainstreaming Plan (GMP) implemented?

Most GMP activities have been implemented or initiated, especially those related to community engagement, livelihoods, education support, safeguards, and grievance mechanisms. However, as the project is still in an early phase, the main focus has been on understanding local cultural dynamics, building trust, and piloting initial activities. This phased approach is important to ensure that interventions are locally relevant and socially acceptable.

Did the project face any challenges in implementing the GMP as initially proposed? Was adaptive management applied to promote women's participation and gender-sensitive targets?

Some challenges remain, including lower participation of women in certain decision-making forums, access difficulties due to the remoteness of the project sites, and the need to strengthen gender disaggregated data. To address these issues, the project has applied adaptive management strategies. These include working directly with women's groups, adjusting meeting times to suit women's availability, using local languages to improve communication, and ensuring that grievance mechanisms are sensitive to the needs of women and marginalized groups.

Were there any unintended gender-related outcomes observed? Positive observations:

No negative unintended impacts were observed. On the contrary, positive outcomes include Strong participation of women across activities growth of women-led enterprises; Integration of gender, safeguards, greater confidence among women, increased participation in community processes, and stronger representation in local structures. However, further efforts are needed to

increase women's involvement in technical and field-based roles and to ensure that participation leads to long-term empowerment and decision-making influence.

Challenging observations:
Limited female participation in technical and field-based roles. Need to continue ensuring participation translates into long-term empowerment and decision-making influence.

Recommendations for FY27

The key recommendation for the FY27 incude, but not limited to:

- Finalize and operationalize gender baseline data – the project should prioritize completing and validating sex-disaggregated baseline assessments across both parks, aligned with GMP indicators. This data must be systematically used to inform planning, target interventions, and track measurable gender outcomes across all components.
- Roll out and institutionalize GALS tools at field level - Move from training to full implementation by deploying GALS tools (e.g., Gender Balance Tree, Empowerment Mapping, Challenge Action Tree) in both project sites. Ensure facilitation by trained male and female staff from executing agencies, using local languages and participatory approaches to embed these tools in ongoing community engagement and decision-making processes.
- Strengthen gender mainstreaming across all project components - Ensure that gender considerations are systematically integrated beyond community resilience (Component 1) into protected area management (Component 2), institutional strengthening (Component 3), and knowledge management and M&E (Component 4). The project should define clear responsibilities, targets, and indicators for gender integration within each component.
- Scale gender-responsive interventions using a phased approach - Building on initial pilots, the project should expand and scale women-focused interventions, particularly in Luengue-Luiana, while consolidating progress in Iona. This includes linking livelihood support, capacity building, and governance participation, ensuring interventions are context-specific and grounded in ongoing stakeholder engagement.

E. Knowledge Management

During the reporting period, the project strengthened knowledge generation, learning, and dissemination through several key Knowledge Management (KM) activities. These included a virtual Herding for Health (H4H) learning exchange, capacity building on the Gender Action Learning System (GALS), participation in the Global Wildlife Program (GWP) workshop in Addis Ababa, and the documentation and dissemination of lessons learned from the GEF-7 pilot in Iona National Park. The project also advanced regional knowledge exchange on human-wildlife coexistence, transboundary conservation, and biodiversity-compatible livelihoods.

Key lessons learned include the importance of integrating conservation interventions into existing governance systems, prioritizing participatory community engagement, using data-driven decision-making, adopting phased and adaptive implementation approaches, ensuring institutional continuity, and fostering strong collaboration among implementing partners.Link to the knowledge products: Angola GEF 7 Knowledge Produts

III: Minor Amendments

CONTEXT	
Result Framework	
Components and Cost	
Institutional And Implementation Arrangements	

Financial Management	
Implementation Schedule	
Executing Entity	
Executing Entity Category	
Minor Project Objective Change	
Safeguards	
Risk Analysis	
Increase of GEF Financing up to 5%	
Co-Financing	
Location of Project Activity	
others	

IV: Geographic Coordinates of Project Activities

Location Name	Latitude	Longitude	GeoName ID
Iona National Park	-16.68692	12.22872	3,348,212

Location Description:

National park

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Luengue-Luiana National Park	-16.81667	20.4	876,154

Location Description:

National park

Activity Description:

V. ANNEX

Uploaded Document

Document Category	Title
M and E Document	20260904 _FY26 PIR_GEFID_10505_Angola GEF 7 GWP
M and E Document	FY26 GEF Core Indicator Reporting Angola GWP
M and E Document	FY26 LDCF_Meta tool indicators_Angola GWP