Midterm Review   
**Final Report**

*UNDP-Supported GEF-Financed   
Full Size Project:****“Combating Illegal Wildlife Trade and Human Wildlife Conflict in Angola”***

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GEF Project ID: 9735 UNDP Project ID (PIMS): 5993

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**Date:** 28 December 2024

**DOCUMENT REVIEW SIGN-OFF**

This Midterm Review Report, version 2.0, dated 28 December 2024, for the UNDP-Supported GEF-Financed Full Sized Project ***“Combating Illegal Wildlife Trade and Human Wildlife Conflict in Angola”*** has been reviewed by the following signatories.

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|  |  |  |  |
| Please also refer to [**ANNEX Q:** SIGNED MTR REPORT CLEARANCE FORM](#_ANNEX_Q:_SIGNED) for the formal Evaluation Clearance form to be signed by the Commissioning Unit and UNDP-GEF Regional Technical Advisor | | | |
|  |  |  |  |

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To all who contributed to this MTR, thank you for your patience in answering our numerous questions, clarifying complex issues, and sharing your perspectives candidly. We hope this report provides constructive feedback that will be useful in guiding the project to successful completion.

# DISCLAIMER

The views herein were discussed with UNDP and Implementing Partner. The UNDP Angola Country Office, UNDP-GEF Regional Technical Advisor and the Ministry of Culture, Tourism and the Environment provided comment on the draft report prior to its finalization. The views held within this report are those of the MTR consultant team.

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# LIST OF ACRONYMS AND ABBREVIATIONS

|  |  |
| --- | --- |
| ADPP | Ajuda de Desenvolvimento de Povo para Povo |
| ADRA | Acção para o Desenvolvimento Rural e Ambiente |
| AEAP | African Elephant Action Plan |
| AfDB | African Development Bank |
| CBD | Convention on Biological Diversity |
| CBNRM | Community Based Natural Resource Management |
| CBWM | Community Based Wildlife Management |
| CITES | Convention on International Trade in Endangered Species of Wild Fauna and Flora |
| CMS | Convention on Migratory Species |
| COSPE | Cooperazione per lo Sviluppo dei Paesi Emergenti |
| CPD | Country Programme Documents |
| ECU | Environmental Crime Unit |
| EIA | Environmental Investigation Agency |
| EPI | Elephant Protection Initiative |
| ESIA | Environmental and Social Impact Assessment |
| ESMP | Environmental and Social Management Plan |
| FAS | Fundo de Apoio Social (Social Support Fund) |
| FSP | Full Sized Project |
| GEF | Global Environment Facility |
| GRES | Gender Results Effectiveness Framework |
| GRM | Grievance Redress Mechanism |
| GWP | Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development / Global Wildlife Program |
| HEC | Human-Elephant Conflict |
| HWC | Human-Wildlife Conflict |
| ICCWC IF | International Consortium on Combating Wildlife Crime Indicator Framework |
| IDF | National Forest Development Institute (Instituto de Desenvolvimento Florestal) |
| IELP | International Environmental Law Project |
| INBC | National Institute for Biodiversity and Protected Areas |
| IUCN | International Union for Conservation of Nature |
| IWT | Illegal Wildlife Trade |
| JEA | Juventude Ecológica Angolana |
| KAZA | Kavango–Zambezi Transfrontier Conservation Area |
| KfW | Reconstruction Credit Institute of Germany |
| LE | Law Enforcement |
| MCTA | Ministry of Culture, Tourism and the Environment |
| METT | Management Effectiveness Tracking Tool |
| MINAMB | Ministry of Environment |
| MINAGRIF | Ministry of Agriculture and Forests |
| M&E | Monitoring & Evaluation |
| MTR | Midterm Review |
| NBSAP | National Biodiversity Strategy and Action Plan |
| NIAP | National Ivory Action Plan |
| NEAP | National Elephant Action Plan |
| NGO | Non-Governmental Organization |
| PA | Protected Area |
| PGR | Procuradoria-Geral da República / General Attorney |
| PIF | Project Identification Form |
| PIR | Project Implementation Report |
| PPG | Project Preparation Grant |
| SADC | Southern African Development Community |
| SFM | Sustainable Forest Management |
| SIC | Serviços de Investigação Criminal / Crime investigation services |
| SLM | Sustainable Land Management |
| SGP | GEF Small Grants Programme |
| SRF | Strategic Results Framework |
| STAP | GEF Scientific and Technical Advisory Panel |
| TE | Terminal Evaluation |
| TOC | Theory of Change |
| TOR | Terms of Reference |
| UNDP | United Nations Development Programme |
| UNSDCF | United Nations Sustainable Development Cooperation Framework |

# EXECUTIVE SUMMARY

## Project summary information tables

**Table 1: Project summary**

|  |  |  |  |
| --- | --- | --- | --- |
| **Project Title:** | *Combating Illegal Wildlife Trade and Human Wildlife Conflict in Angola* | | |
| **UNDP Project ID (PIMS #):** | 5993 | **PIF Approval Date:** | 29 Nov 2017 |
| **GEF Project ID (PMIS #):** | 9735 | **CEO Endorsement Date:** | 20 May 2020 |
| **Atlas Award ID:** | 00114883 | **Project Document (ProDoc) Signature**  **Date (date project began):** | 30 July 2020 |
| **Atlas Output ID:** | 00112730 | **Duration** | 6 years (72 months) |
| **Country:** | Angola | **Date National Project Manager hired:** | July 2021 |
| **Region:** | Africa | **Inception Workshop date(s):** | 21 July 2021 |
| **Focal Area: GWP Child Project:** | Biodiversity No | **Expected MTR date:** | 30 April 2023 |
| **GEF-6 Strategic Programs:** | BD 1—Program 1  BD 2—Program 3 | **Planned closing date:** | 30 July 2026 |
| **Trust Fund:** | GEF Trust Fund | **If revised, proposed closing date:** | N/A |
| **Executing Agency:** | Ministry of Culture, Tourism and the Environment (MCTA) | | |
| **Other executing partners:** | National Institute for Biodiversity and Conservation (INBC), Ministry of Agriculture and Forests (MINAGRIF), Environmental Crime Unit (ECU) and Local Development Partners and NGOs. | | |

**Table 2: Project financial information**

| ***Source of Financing*** | ***Amount at CEO Endorsement***  ***US$*** | ***Amount at MTR*** ***(June 2024)*** ***US$*** |
| --- | --- | --- |
| GEF Trust Fund | 4,103,800.00 | 1,611,198.80 |
| ***GEF Sub-Total*** | **4,103,800.00** | ***1,611,198.80[[1]](#footnote-2)*** |
| Government | 5,477,000.00 | *AOA 1,005,195,287.00[[2]](#footnote-3)* |
| Total NGO | 9,523,934.00 | 0 |
| Private Sector | 6,000,000.00 | 0 |
| ***Co-Financing Sub-Total*** | ***21,000,934.00*** | ***AOA 2,469,418,108.58[[3]](#footnote-4)*** |
| **Project Total Project Value** | **25,104,734.00** | **4,446,188.88[[4]](#footnote-5)** |

## Project description

The project *"Combating Illegal Wildlife Trade and Human-Wildlife Conflict in Angola"* **seeks to** address the urgent threats to Angola's terrestrial wildlife and habitats by strengthening legal frameworks, enhancing law enforcement, and engaging communities in sustainable wildlife management. Aligned with the country's National Biodiversity Strategy and Action Plan, the project targets challenges such as illegal wildlife trade, poaching, habitat degradation, and human-wildlife conflict, which are exacerbated by limited awareness, poverty-driven resource dependence, and inadequate enforcement capabilities. Focusing on critical habitats like Maiombe National Park and Luando Strict Nature Reserve, it aims to fortify institutional capacities and improve the management of protected areas.

Implemented by the National Institute for Biodiversity and Conservation (INBC) under the Ministry of Environment (MINAMB), this six-year project (2020–2026) is funded by a $20.6 million budget, including $4.1 million from the GEF Trust Fund and over $16.5 million in co-financing. The project has four interlinked **components**: (1) strengthening policy, legal, and institutional frameworks to combat wildlife crime and human-wildlife conflict; (2) enhancing law enforcement and protected area management in key sites; (3) engaging local communities in sustainable resource management and alternative livelihoods; and (4) ensuring knowledge sharing, gender mainstreaming, and participatory monitoring for adaptive management. Together, these efforts aim to reduce threats to biodiversity, prevent species extinction, and foster sustainable coexistence between humans and wildlife in Angola.

## Purpose and methodology

The midterm review (MTR) of the project, was undertaken between 15 April and 31 December 2024 and covered the implementation period from 20 May 2020 to-date, involved partners, national and local stakeholders[[5]](#footnote-6). It assesses all aspects of the project focusing on each objective and outcomes. The MTR was conducted by a team of two independent consultants and included a data collection field mission to Angola between 10-19 June 2024. The elongated timeline for the completion of the MTR was largely due to personal issues faced by the MTR Team Lead, including (i) hospitalization of family member; (ii) limited bandwidth due to full-time job commitments; and (iii) break-in whereby the team leader’s property, including computer and drives were stolen. This elongated time frame for the MTR also allowed ample time for the project to provide requested documentation (i.e., CDRs and 2024 PIR), but these did not materialize.

The MTR methodology and approach followed the [UNDP Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects](http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance_Midterm%20Review%20_EN_2014.pdf) along with direction provided by the UNDP Angola Country Office (UNDP CO) following an inception kick-off meeting on 10 June 2024, and provides evidence-based information with an emphasis on credibility, reliability, and usefulness. The evaluation methodology relied on mixed methods, mostly with a lead of qualitative methods, backed up by the gathering of quantitative data. Per the “evaluability” analysis in the MTR Inception Report, the MTR consultant team considers the findings to be valid and recommendations utilization focused.

## MTR evaluation criteria summary assessment

***Relevance***

The **Project strategy**[[6]](#footnote-7) remains highly relevant to Angola and holds strategic value for broader efforts to combat illegal wildlife trade and enhance the management of wildlife and protected areas through improved governance, law enforcement, and community engagement, as well as knowledge sharing, gender equity and empowerment. While the Project was designed to support Angola's National Biodiversity Strategy and Action Plan, it is equally aligned with recent national policies emphasizing sustainable development and conservation, such as Angola's National Development Plan. It is also consistent with the priorities outlined in successive UNDP Country Programme Documents (CPD), including the CPD for 2015-2020 – subsequently extended to 2022 to align with the United Nations Sustainable Development Cooperation Framework (UNSDCF) - and several provisions in the current draft CPD covering the period 2024-2028. The project’s SRF, however, has notable gaps, including several missing baselines that were supposed to be defined in the first year of implementation. The MTR observed that the SRF is overly complex and includes indicators beyond the Project’s immediate sphere of influence, making them challenging to achieve within the remaining timeframe. Going forward, the Project must take a strategic approach and focus its efforts on high-value / high-impact areas of the SRF. While the project contributes to the Global Wildlife Program (GWP), it does so implicitly as the management team is not actively fostering linkages to it per its original design intention.

***Effectiveness***

The project’s **effectiveness** was evaluated based on progress toward achieving its overall objective and four key outcomes, as well as their associated indicators. While there has been moderate success in developing a peer-reviewed National Wildlife Crime Enforcement Strategy and establish a coordinated multi-agency approach among wildlife management and law enforcement authorities, these remain in early stages due to delayed project start-up and persistent administrative challenges. As a result, progress toward the objective and outcomes is significantly behind schedule and at risk of not being achieved under the current trajectory. Despite some positive steps, such as the provision of equipment, the construction of a ranger station in Luando Strict Nature Reserve, and ad hoc training on illegal wildlife trade and human-wildlife conflict, the project has made little progress on community engagement initiatives envisioned under Component 3 and as such, there are few – if any – successful practices that can be distilled for replication as of yet under Component 4. The lack of engagement with key partners further complicates efforts to mobilize the necessary skills and partnerships critical for success, leading the MTR to rate the overall effectiveness of the project as “**Moderately Unsatisfactory**”.

***Efficiency***

The project’s **efficiency** is poor largely due to repeated delays and setbacks stemming from cumbersome annual work planning and budgeting processes, which are often undermined by the diverging priorities of the Director General of INBC and deviations from the scope outlined in the project document. From the outset, the MTR has faced significant challenges in obtaining reliable data and requested documentation, including essential financial information. Despite repeated requests at different junctures of the engagement, critical documents such as the Combined Delivery Reports (CDR) and the Project Implementation Report (PIR) for FY2024 have not been provided. As per a progress report made available to the MTR team, cumulative expenditure from July 2021 to October 2023 stands at USD 1,611,198.80, indicating a low level of efficiency rated as "**Highly Unsatisfactory**". While there is potential for improvement through accelerated implementation and restructuring, the ability to efficiently convert available resources into outcomes has been sub-optimal. Although management has shown oversight capacity and a commitment to responsiveness, procedural impediments continue to hinder effective and coherent activity implementation.

***Impact***

The project has made limited progress in combating poaching and illegal wildlife trafficking in Angola through increasing capacity for surveillance within key protected areas such as Maiombe National Park and Luando Strict Nature Reserve. The provision of anti-poaching vehicles, motorbikes and boats have the potential to be instrumental in enhancing deterrence strategies through expanded surveillance efforts but need to be mobilized to the project’s target landscape. The potential for improved mobility is further supported by strengthened investigations, intelligence gathering, faster response times, and more effective evidence collection at crime scenes. Consequently, there has been recorded and anecdotal successes reduction in poaching incidents within these critical ecosystems. However, the impact on flagship species is unknown due to unavailability of data and active monitoring. It is still difficult therefore to gauge the full impact of these efforts at this stage, as many of the project’s activities are in the early phases of implementation. More time and data are needed to fully assess the project's long-term effectiveness and sustainability.

***Sustainability***

The project’s **sustainability** is anchored in its alignment with Angola's national legislative and policy frameworks, which provides strong leverage to support the country’s agenda on wildlife protection and management of human-wildlife conflict. The project's planning and execution thus far, have not been consultative and inclusive. It has not sufficiently engaged the wide range of stakeholders identified in the Project Document, including government and UN agencies, and conservation organizations; this has affected ownership and buy-in. The project will need to assign key roles to responsible national entities like the INBC and other relevant stakeholders going forward, to foster a sense of shared ownership and collective accountability for its outcomes. The emphasis on capacity building, including training for law enforcement and local community members, has facilitated the exchange of skills and knowledge among various actors, enhancing their ability to contribute to wildlife conservation efforts. This collaborative approach not only supports effective implementation but also builds a solid foundation for sustaining project achievements beyond its lifespan. However, the project's sustainability may be challenged by the dependency of project financing due to constrained national budgets, ongoing administrative hurdles and the need for continued commitment and coordination among all partners. The social and cultural risks of the project are very high: due to extensive implementation delays at the local level, a significant risk has emerged regarding the acceptance of local stakeholders to the conservation efforts in Maiombe National Park and Luando Strict Nature Reserve, with hunting being a deeply-rooted and necessary practice for subsistence. The project has made little, if any, progress in effectively supporting local stakeholders with alternative income-generating activities that could help reduce pressure on wildlife and natural resources. So far, there has been some awareness-raising sessions conducted but it is unclear whether this has translated into changed perceptions among the local communities. There does seem to be genuine buy-in and support from some of the final beneficiaries and the management team is taking a bottom up and needs-driven approach in selecting appropriate livelihood interventions. Environmental sustainability is unlikely at this point as community-based livelihood projects have not gotten off the ground. Nonetheless, environmental risks are negligible, except in the case where income generating activities alternatives would be actually harmful to the environment. Taken together the likelihood of sustainability at midterm is “**Moderately Unlikely**”.

***Cross-cutting issues***

The MTR revealed that while gender considerations were part of the project design, women's participation during implementation has been limited. Targeted interventions, such as capacity-building for marginalized groups like youth, have been undertaken, but there is no evidence of inclusion for vulnerable populations, such as people with disabilities. Social and environmental safeguards were incorporated at the design stage, but their monitoring and documentation have been inadequate. Key safeguards frameworks remain undeveloped and are not a priority for the management unit due to delays in core deliverables. The PIRs for FY2022 and FY2023 highlighted the need for more focused monitoring of safeguards, as comprehensive safeguards management plans are still lacking. The risk register in Quantum flags two active risks: potential reductions in government funding due to delays, and delays in the ESIA/ESMP that could impact on-ground activities. No new risks or escalations have been identified, but the project is rated as having a moderate safeguards risk due to potential negative impacts on human rights, community safety, gender balance, and economic displacement from limited natural resources at both project sites.

## MTR ratings & achievement summary

**Table 3** below, provides a summary of the MTR’s ratings and achievement by category. Reference is made to [**ANNEX F:** MTR RATINGS & ACHIEVEMENT SUMMARY TABLE + RATING SCALES](#_ANNEX_F:_RATING) for a more detailed assessment accompanying each MTR rating by category.

**Table 3: Summary of MTR ratings and achievements**

| **Measure** | **MTR Rating** |
| --- | --- |
| **Project Strategy[[7]](#footnote-8)** | N/A |
| **Progress Towards Results** | **Achievement Rating:**  **2: UNSATISFACTORY (U)** |
| **Outcome 1**  **Achievement Rating:**  **1:** **HIGHLY UNSATISFACTORY (HU)** |
| **Outcome 2**  **Achievement Rating:**  **3:** **MODERATELY UNSATISFACTORY (MU)** |
| **Outcome 3**  **Achievement Rating:**  **2:** **UNSATISFACTORY (U)** |
| **Outcome 4**  **Achievement Rating:**  **3:** **MODERATELY UNSATISFACTORY (MU)** |
| **Project Implementation & Adaptive Management** | **Achievement Rating:**  **3:** **MODERATELY UNSATISFACTORY (MU)** |
| **Sustainability** | **Achievement Rating:**  **2: MODERATELY UNLIKELY (MU)** |

**Indicator Assessment Key**

|  |  |  |
| --- | --- | --- |
| Green= Achieved | Yellow= On target to be achieved | Red= Not on target to be achieved |

## Summary of conclusions

By its nature, and according to the requirements defined in the ToR, this MTR has followed a rigorous and exhaustive process to gather and analyze extensive data, in order to obtain fact-based evidence that is credible, reliable and useful for the purposes of the review. Through this process, a detailed, objective, and accurate view of the project progress to-date has been obtained with recommendations and conclusions drawn from data which has been cross-referenced and triangulated.

Interestingly, the majority of the MTR's unstructured interviews with key informants provided limited insight into the actual progress on specific outputs or their contributions to the project's outcomes and overall objective. Instead, these interviews were more valuable in assessing the project's strategic relevance and gauging awareness of illegal wildlife trade and human-wildlife conflict issues in Angola. There was a noticeable lack of comprehensive knowledge among the current group of partners about the activities being implemented in the field. Many interviewees – some of them listed in the PRODOC with signed commitment letters – admitted they were only marginally involved in the project or were not even aware of its details, highlighting a significant gap in stakeholder engagement and communication.

The project strategy remains **highly relevant** as it aligns with Angola’s long-term priorities for combating illegal wildlife trade and managing human-wildlife conflict. It is also consistent with UNDP core policies, strategic documentation and priorities identified in the CPD. The Project Document is well-written and provides the necessary elements as a blueprint for implementation. There is a disconnect however, with respect to how the Project Document is being interpreted during implementation, with some notable deviations in the way stakeholders are engaged and requirements articulated in the SRF.

Regarding **progress toward results**, the project has made limited headway toward achieving its overall objective due to its late start and significant delays incurred in its initial three years of operations, as well as insufficient engagement with key stakeholders responsible for collecting baseline data. The absence of adaptive management practices and utilization of project governance mechanisms for this purpose, have further hindered efforts to realign activities with the project’s intended goals.

Progress on **Outcome 1**, such as developing a comprehensive wildlife crime enforcement strategy, has been slow, primarily due to bureaucratic obstacles and frequent leadership changes within INBC. Priority ancillary legislation and strategies under **Output 1.1** have not been started due to co-financing and stakeholder engagement not materializing. Progress on **Output 1.2** has been constrained by inadequate attention to the results and repetition of the ICCWC Indicator Framework. Under **Output 1.3**, the Director General of INBC opted not to support the Environmental Polytechnic Institute (wildlife school) to become a fully-functional national center for PA staff capacity building with necessary equipment, instead, directing the PMU to construct a ranger station (under Outcome 2) in Luando Strict Nature Reserve as a base for patrols.

For **Outcome 2**, although some capacity-building activities have been initiated, progress is still behind schedule in adequately equipping and training park staff and law enforcement personnel. **Output 2.1** shows signs of promise as MTR has observed the formation of an inter-agency Environmental Crime Unit in Luando Strict Nature Reserve that is actively conducting patrols and reporting on them. This has increased the effectiveness of law enforcement and offers another vehicle to suppress poaching and IWT activities. Under **Output 2.2**, while Maiombe NP has a management plan with some activities on patrols being implemented, Luando SNR still does not have a management plan. Under Output 2.2, the construction of a ranger station in Luando Strict Nature Reserve as a springboard for patrols and to house park staff is perhaps one of the more significant achievements to date and should be applauded as a significant milestone. However, there are significant risks associated with replacing eco guards from the Kissama Foundation with less experienced and knowledgeable INBC staff who are unfamiliar with the landscape, recognizing that some eco guards will be absorbed into INBC. The benefits of equipment to facilitate patrols is not being leveraged to its full potential as some assets have either been diverted to other parks in Angola or remain in Luanda at the INBC headquarters.

**Outcome 3** requires faster engagement with local communities, as delays in implementing alternative livelihood projects under **Output 3.1** have hindered the project’s ability to build local ownership, foster support for conservation efforts, and create conditions that deter hunting and reduce incentives for poaching. For **Output 3.2**, there have been ad hoc examples of campaigns, but these are a far cry from those identified in the Project Document (page 45) and require the engagement of partner NGOs and CSOs who are already plugged into these sorts of activities at the project sites for a multiplier effect.

**Outcome 4** has yet to systematically capture and apply lessons learned and best practices under **Output 4.2**, largely due to delays across the first three components. While gender-disaggregated data is being collected as part of **Output 4.3**, its effective use remains unclear, limiting progress toward achieving gender equity goals. Monitoring and evaluation per **Output 4.1** is extremely poor and not participatory.

The **PMU is understaffed** and unable to create momentum as a result of sapped energy towards bureaucratic procedures and lengthy cycles of work planning and budgeting. The PMU has faced numerous challenges in project implementation, including institutional instability, turnover and lack of autonomy to make timely decisions. These factors, combined with an under-resourced team, have resulted in significant delays and inefficiencies across the board. With the exception of measures adopted during the COVID-19 pandemic and the strategic decision to deviate from the Project Document and invest in a ranger station in Luando Strict Nature Reserve, **adaptive management practices are limited**, and there is a need for a more flexible approach to address emerging challenges and optimize project delivery. The PMU, while demonstrating commendable efforts, is overburdened with administrative tasks and lacks the necessary autonomy for effective project management. Serious morale issues within the team need urgent attention to prevent further deterioration of project delivery capacity.

The project’s sustainability is at risk due to **insufficient stakeholder engagement**, dependency on constrained national budgets, and ongoing administrative hurdles coupled with **continued turnover** of ministry and INBC personnel. **Social and environmental risks are high**, particularly given the deeply rooted local practices of hunting for subsistence and the delays in offering viable alternative income-generating activities. Environmental sustainability is also uncertain as community-based projects have not been effectively launched. A key implementation issue remains the insufficient stakeholders’ engagement and buy-in at the national and local level, the result of a centralized top-down implementation approach.

As a **conclusion**, PMU is still in a learning curve on project management, limited in operational autonomy with the requirement to abide by time-consuming bureaucratic procedures and using a flawed financial management system that is counterproductive in ensuring project delivery.

Examining the **areas in which the project has been relatively successful**, and contrasting those with the aspects where the project has been weak, it soon becomes apparent that the project has had the most success in its efforts to improve capacity and capabilities through the provision of equipment and technical support at the two project sites to enable joint inter-agency patrols, while progress at the grass-roots level, particularly creating conditions for alternative income streams among communities has been more limited. The intention of the original project design, working on three different levels, was undoubtedly to encourage synergies among all three levels, that would strengthen the overall effectiveness of the project in achieving the intended results. This conclusion has led to the formulation of a series of recommendations that are intended to capitalize upon and broaden past successes, and at the same time, to strengthen those areas where weaknesses have been identified.

Despite current shortcomings, there is potential for the project to achieve key elements of its objectives if strategic adjustments are made to the delivery model, governance structure, and specific outputs. These changes, combined with stronger stakeholder engagement and streamlined administrative processes, could enhance project performance moving forward.

## Emerging lessons learned

The MTR consultant team finds the following emerging and relevant lessons gleaned from the review of the documents, consultations with the project stakeholders and from direct observation in the field:

**Emerging lesson 1 - Stronger Alignment at Design:** Project targets must be realistic and achievable within the management team's sphere of influence to prevent setting unrealistic expectations. Projects need flexibility to revise outcomes and outputs that are clearly unachievable.

**Emerging lesson 2 - Continuity in Leadership and Resourcing:** Frequent changes in leadership and key personnel can negatively impact.

**Emerging lesson 3 - Empowered Project Teams:** NIM projects must be country-owned and led. Project teams need the authority to make decisions, learn from mistakes, and adapt strategies as necessary. Clear escalation channels should be established to facilitate rapid decision-making.

**Emerging lesson 4 - Focus on Administrative Efficiency:** Overemphasis on procurement and administrative processes can derail project delivery. Procedures need to be anticipated, streamlined and fixed from the beginning to avoid unnecessary delays.

**Emerging lesson 5 - Upfront Training and Readiness:** Implementing agencies should prioritize readiness training in project management, reporting, financial requirements, gender integration, and community engagement to ensure stakeholders are prepared from the outset.

**Emerging lesson 6 - Availability of Documentation:** The PMU must have access to all documents attached to the project document immediately upon completion of its contracting.

## Recommendations

The recommendations are structured in three sections: (i) ensuring more impactful results, (ii) accelerate implementation and (iii) improve the governance system.

**Table 4: List of recommendations**

| **Number**[[8]](#footnote-9) | **Recommendation** | **Priority**  **(H=high;**  **M=medium)** | **Timeframe** | **Primary Responsible Unit(s) or Party(ies)** |
| --- | --- | --- | --- | --- |
| ***Ensuring more impactful results*** | | | | |
| 1 | Convene a post-MTR **workshop** with the objective of re-injecting momentum into the project, review and confirm participating stakeholders, clarify roles, secure missing baseline data, and undertake joint planning. | H | Immediate (1-2 months) | MINAMB / INBC and PMU |
| 2 | The project must adopt a **holistic, integrated, and participatory strategy** for planning and managing its two target areas—Maiombe National Park and Luando Strict Nature Reserve—to move away from the current fragmented approach. For the management of these landscapes to be sustainable, efforts must simultaneously focus on ecosystem conservation, effective enforcement of wildlife and forestry laws, and the enhancement of local livelihoods, as these elements are deeply interconnected. The project, and specifically the PMU, must internalize that it cannot achieve these objectives in isolation; it lacks the comprehensive capacity, expertise, and financial resources required. Therefore, it must actively seek out the requisite skill sets, collaborate and form strategic partnerships with other stakeholders, including local communities, NGOs, and government agencies. A fundamental challenge lies in fostering multi-sectoral cooperation to work towards a shared vision and achieve consensus on sustainable landscape management and conservation goals. | H | Immediate (1-2 months) | MINAMB / INBC and PMU |
| 3 | The SRF in the Project Document has remained consistent since CEO Endorsement and did not change during the project’s inception workshop. However, **further work is required to address some outstanding baselines and targets, focus efforts on high-value / high-impact areas of the SRF, and strengthen linkages to the Global Wildlife Program (GWP).** The Adaptive Management Advisory Panel (see recommendation no. 12) should review these, and any other proposed changes, and their recommendations submitted to the next PSC meeting for final adoption. | H | Medium-term (3-6 months) | PMU, Adaptive Management Advisory Panel and PSC |
| 4 | Any **assets purchased with GEF funds must be solely used for project business**. Any assets that have been relocated or have not reached their final destination within the project landscape must do so immediately. Project vehicles are for project business only and not other priorities of INBC. | H | Immediate (1-2 months) | MCTA and MINAMB / INBC |
| 5 | The **PMU must be enabled and empowered** to take decisions. The level of administration and bureaucracy for approval for mundane tasks is constraining the project from reaching its full delivery potential and causing morale issues. It is recommended to develop SLAs for different requests after which the PMU can proceed and to establish a delegation of authority to undertake activities that are in-scope and anchored to the Project Document. | H | Immediate (1-2 months) | MCTA, UNDP and MINAMB / INBC |
| 6 | The **Project Document is the blueprint and roadmap for priorities**. Pet projects like a chimpanzee rescue and rehabilitation centre, while important in the context of broader issues related to the pet trade, is not in scope for the project. | H | Immediate (1-2 months) | MCTA, UNDP and MINAMB / INBC |
| 7 | The **PMU needs to ensure that it manages the project** and therefore, it is important that it accounts for, prepares and plans in advance for any essential administrative measures. | M | Medium-term (3-5 months during next AWP cycle) | PMU |
| ***Accelerate implementation*** | | | | |
| 8 | Ensure that the project's **safeguards architecture is completed and compliant with the UNDP SES Policy** (including revision of SEP) and that implementation is carefully monitored – training on the UNDP SES Policy and support can be requested from the SES focal point in the Regional Bureau with support from the NCE safeguards team if required. Bring on a seasoned and experienced consultant to redo the documentation. | H | Immediate (1-2 months) | PMU |
| 9 | Ensure that **FPIC procedures are established** before any community livelihood projects are implemented. Similar to the above, bring on a seasoned and experienced safeguards consultant to assist if needed. | H | Immediate (1-2 months) | PMU |
| 10 | The PIR reflects a huge gap in availability of quality data for monitoring and reporting on all indicators. The project needs to **engage the services of an M&E expert** to support with designing data collection tools, training of partners on use of the tools and analysis. It also needs to hire an M&E project coordinator who supports the PMU. | H | Immediate (1-2 months) | PMU |
| ***Improve governance system*** | | | | |
| 11 | While the project could use additional time and probably has sufficient budget for an extension due to its underspend, it has not earned it. In principle, the **project should be extended but it must first**:   * Demonstrate that it is capable of delivering key outcomes in a sustainable manner and having successfully demonstrated at least one high impact win under each outcome. * An Adaptive Management Advisory Panel shall propose realistic milestone-based conditions for an extension request for each year. * The project will then need to apply for a no cost extension in order to ‘buy’ more time in which to disburse the GEF grant in a sustainable, ‘value for money’ manner that maximizes capacity building opportunities, rather than paying third parties to deliver the results rapidly without investing in building capacity. | H | Medium-term (3-5 months during next AWP cycle) | MCTA, UNDP, PMU and RTA |
| 12 | The **current governance structure of the project needs to be re-aligned with Project Document specifications**, adapted to the present context and strengthened as follows:   * Review and adopt the revised ToR for the Project Steering Committee / Board (see Annex X). Initiate PSC meetings twice annually for the remainder of the Project. The first should gauge and take stock of progress on the previous year’s AWP and help remove barriers / obstacles to implementation, while the latter should approve the following year’s AWP. Additional extraordinary sittings of the PSC may be necessary as key issues and risks emerge, but these can be handled virtually or electronically. * Strengthen the PSC / Board by elevating the importance of the Technical Committee, whose chairperson (not to be affiliated with the Implementing Partner) will sit on the PSC with observer status. * An Independent Adaptive Management Advisory Panel to be established with immediate effect to advise PSC and provide PMU with a sounding board for the MTR and Adaptive Management Action Plan and its implementation. The Adaptive Management Advisory Panel, set up to: (i) provide inputs to and review the MTR Report and Adaptive Management Action Plan and (ii) oversee the project’s re-structuring process, and advise the PSC accordingly. * Establish a Quality Assurance mechanism, perhaps couching this under the Technical Committee to vet the quality of technical deliverables. | H | Immediate (1-2 months) | UNDP, MCTA and RTA |
| 13 | **Improve the Project’s administrative, contracting and payment procedures:**   * Revisit the Project’s administrative Standard Operating Procedures immediately following the MTR one final time and get sign off by the IP with **all** use case scenarios and permutations fully documented therein. The goal should be to streamline and minimize bureaucratic procedures and give the PMU more autonomy to take decisions in scope in the Project Document. * Establish a reasonable holdback to all work undertaken by consultants and firms, although the Project should use its discretion in cases where grassroots organizations do not have liquidity and are unable to “float” salary payments. * Establish Service Level Agreements for processing of payments and salaries and enforce these vigilantly. Deviations should be escalated to the Technical Committee. * Implementing Agency to provide upfront and ongoing refresher training on financial procedures and obligations of GEF projects, namely reporting obligations. | H | Immediate (1-2 months) | UNDP, MCTA and PMU |
| 14 | **Reporting** needs to be strengthened and made more robust. It is recommended that something akin to a ‘traffic lights’ system is adopted for reporting quarterly at output level (not activity level which is likely to be too time-consuming), using self-assessed quantitative estimates of progress towards completion, supported by qualitative evidence. The usefulness of the templates piloted as part of this MTR should be assessed, with a view to adopting a revised version of them if this is considered beneficial. | H | Immediate (1-2 months) | UNDP and PMU |
| 15 | **Construction of physical infrastructure** should ensure there are regular site inspections to ensure compliance with building codes and to identify problems early against architectural and constructions specifications, as well as ensuring the agreed bill of materials align to what is being used during construction. At minimum, a site inspection by an independent third party should happen following the roughing in stage, electrical and plumbing stage and finally before finishing stage. | M | Long-term in future projects | UNDP |
| 16 | **Improve both the project’s and UNDP’s knowledge management and document repository.** The MTR was constrained by both the lack of and/or trickling of information shared with the consultants. Therefore, both the project and UNDP Angola Country Office should invest in a comprehensive document repository that can be shared readily with future consultants and stakeholders when needed. This includes but should not be limited to any CDRs, PIRs and any technical reports. | H | Immediate (1-2 months) | PCU / UNDP |

# I. INTRODUCTION

## **A. Purpose of the MTR and Objectives**

1. MTRs are a mandatory requirement for all GEF-financed full-sized projects (FSP). They are primarily a monitoring tool to identify challenges to a project’s progress towards planned higher-level results, as detailed in the Project Document, and to outline corrective actions, where needed, to ensure that a project is on track to achieve maximum and sustainable results by its completion.

**Table 4: Key features of midterm reviews of UNDP-GEF projects**

|  |  |
| --- | --- |
| **Parameter** | **Description** |
| Mandatory for: | * Full-sized projects |
| Priority focus: | * Assessment of progress towards results; * Monitoring of implementation and adaptive management to improve outcomes; * Early identification of risks to sustainability; * Emphasis on supportive recommendations. |
| Timeframe: | The MTR report ought to be submitted with the 3rd PIR. |
| Values & Emphasis: | * Independent, i.e., MTR consultants must be non-UNDP and non-GEF personnel, and must not have had any part in the project design or implementation, including the writing of the Project Document; * Emphasis on a participatory and collaborative approach; * Opens opportunities for discussion and change in project, as needed. |
| Ratings provided for the following: | * Progress Towards Results (by Outcomes); * Project Implementation & Adaptive Management; * Sustainability. |
| Budget: | Typically, US$ 30,000-40,000 for Full-sized projects depending on project size and scope and usually budgeted in the Project Document within the M&E Plan. |
| Management  response required by UNDP? | Yes |

1. Following the above, an MTR has been conducted to assess progress towards the achievement of project objectives and outcomes of the UNDP-GEF full-sized project, “*Combating Illegal Wildlife Trade and Human Wildlife Conflict in Angola*” (PIMS# 5993) (also referred to hereinafter interchangeably as either the “IWT and HWC Project” or the “Project”). The MTR has been carried out in line with the UNDP/GEF “Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects” (2014)[[9]](#footnote-10) and was also informed by UNDP’s updated Evaluation Guidelines (2021)[[10]](#footnote-11) and has assessed:
   1. the project’s strategy;
   2. the effectiveness of project implementation and adaptive management;
   3. the risks to project sustainability; and
   4. early signs of project success or failure, as an indication of progress made towards achieving the intended results.
2. The assessment was based upon factual evidence that was credible, reliable and useful. Most importantly, the MTR identified and recommended changes that need to be made during the final implementation phase, in order to set the project on-track to achieve its intended results.
3. In line with the core goals of the GEF’s updated monitoring policy to help the GEF to become more effective in its pursuit of global environmental benefit, the evaluation has the following two overarching objectives:
4. To promote accountability for the achievement of GEF objectives through the assessment of results, effectiveness, processes, and performance of the partners involved in GEF-financed activities; GEF results are evaluated for their contribution to global environmental benefits;
5. To promote learning, feedback, and knowledge sharing on results and lessons learned, among the GEF and its partners as a basis for decision making on projects, programs, program management, policies, and strategies; and to improve performance.[[11]](#footnote-12)

## **B. Scope and Methodology**

### Scope

1. An MTR inception report was prepared in line with the MTR ToRs outlining the proposed MTR methodology. The methodology of the MTR has followed the “phased” approach set forth in the inception report and noted below (Ref. [**Annex A**](#_ANNEX_A:_TERMS) for MTR ToRs and [**Annex B**](#_ANNEX_B:_MTR) for the Inception Report).
2. Information for the MTR was collected using a combination of secondary sources and direct consultations with stakeholders via unstructured interviews and a dedicated workshop with the PMU. The general approach and methodology for the MTR was to identify key areas of particular concern identified through the initial review of documents including the Strategic Results Framework, PIRs, progress reports, Project Steering Committee minutes (where available) and preliminary tone-setting discussions with the UNDP Angola Country Office, members of the PMU and the UNDP-GEF RTA.
3. The figure below represents a conceptual model of the MTR, plotting the criteria within their sphere of influence.

**Figure 1: Conceptual framework of the midterm review**

A diagram of a diagram

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**Figure 2: Key areas assessed during the MTR**

A diagram of progress and progress

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1. A more detailed analysis of implementation modalities and adaptive management included:
   1. Management arrangements
   2. Work planning
   3. Finance and co-finance
   4. Project-level monitoring and evaluation systems
   5. Stakeholder engagement
   6. Social and environmental standards (safeguards)
2. The long-term sustainability included assessing risks such as:
   1. Financial risks to sustainability
   2. Socio-economic risks to sustainability
   3. Institutional Framework and Governance risks to sustainability
   4. Environmental risks to sustainability
3. The project was reviewed according to the following evaluation criteria:
   1. *Relevance* assesses how the project relates to the development priorities at the local, regional and national levels for biodiversity and is coherent with the main objectives of GEF focal areas. It also assesses whether the project addressed the needs of targeted beneficiaries at the local and national levels.
   2. *Effectiveness* measures the extent to which the project achieved the expected outcomes and objectives, how risks and risk mitigation were being managed, and what lessons can be drawn for other similar projects in the future.
   3. *Efficiency* is the measure of how economically, resources (funds, expertise, time, etc.) are converted to results. It also examines how efficient were partnership arrangements (linkages between institutions/ organizations) for the project.
   4. *Impact and potential sustainability* examine the positive and negative, primary and secondary long-term effects produced by the development intervention, directly or indirectly, intended or unintended. It looks at whether the project is on the way to achieving the intended changes or improvements (technical, economic, social, cultural, political and ecological). In GEF terms, impact/results include direct project outputs, short to medium-term outcomes and longer-term impact including global environmental benefits, replication effects and other local effects including on communities.
4. Using the above-explained evaluation criteria, the midterm review covered all activities supported by UNDP, the 4-person project management team, the GoA, as well as activities that other collaborating partners including beneficiaries may have participated in.
5. With timing, the evaluation reviewed all activities of the project from signature of the Project Document in July 2020 to June 2024, following the MTR consultant team’s mission to Angola. The evaluation has been conducted in a way that provides evidence-based information that is credible, reliable and useful.

### Methodology

1. The MTR consultant team adopted a participatory and consultative approach ensuring close engagement with government counterparts, UNDP Country Office, the project team and any other stakeholder at national and community levels.
2. Several basic principles used to conduct the evaluation include: (i) Effective participation of all stakeholders (government, agencies, donors, final beneficiaries); (ii) Crosschecking of gathered information; (iii) Emphasis on consensus and agreement on the recommendations by the stakeholders; (iv) Transparency of debriefing.
3. Overall, the evaluation tools used during the evaluation were the following: a review of key documents and literature, consultation and interview of stakeholders and field missions to Luando Strict Nature Reserve and Malanje City in the Province of Malanje. The data collection tools included semi-structured questionnaires for key informants (checklists) and interview guides for focus group discussions with beneficiaries. The tools were developed by the MTR consultant team focusing on the evaluation criteria and major outcomes planned. The interview guides are presented in [**Annex C**](#_ANNEX_C:_INTERVIEW), which were used to collect data from local level beneficiaries and stakeholders at the village level within Luando Strict Nature Reserve.
4. The adopted methodology is detailed in [**Annex E**](#_ANNEX_E:_METHODOLOGICAL).
5. Collectively, per GEF Independent Evaluation Office (2017) and UNDP (2014) guidelines requirements for evaluations, specific Evaluation Rating Criteria were used in combination with the five Development Assistance Committee evaluation criteria: these are outcomes, quality of monitoring and evaluation (M&E), quality of implementation and execution and sustainability (environmental, social, financial and institutional).
6. Project performance was evaluated and rated using the criteria of relevance, effectiveness, efficiency and impact using the standard rating scales (see [**Annex F**](#_ANNEX_F:_RATING) for a summary of these). The primary reference points for assessing the performance were the indicators and targets set in the Strategic Results Framework, with consideration given to contextual factors.

### Development of an Evaluative Matrix

1. An evaluative matrix was prepared by the MTR team at inception and is presented in [**Annex D**](#_ANNEX_D:_SURVEY).
2. It presents the key questions that are to be answered during the course of the MTR. These questions relate to the following four subject areas:
   1. Project strategy (not rated in MTRs):
      * Is it proving effective in reaching the desired higher-level results?
      * If not, what changes are needed to get the project back on track?
   2. Progress towards results:
      * As measured against project document & workplans, especially the results framework, indicators and targets, agreed GEF Tracking Tool(s);
   3. Project implementation and adaptive management:
      * Identify challenges & propose additional measures to strengthen;
      * Areas to assess include: management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communication.
   4. Project sustainability:
      * Assess key financial, socio-economic, institutional framework & governance and environmental risks to sustainability.
3. The matrix also identifies:
   1. the various indicators which will reflect whether or not specific conditions or targets are met;
   2. the sources of data and information to be utilized to support the analysis; and
   3. the methodology to be employed in gathering the data.
4. Taking all these features into account, the evaluative matrix provided a clear and logical guide for how the MTR was to be conducted. As such, the following evaluative matrix was used as a logical guide of the core MTR line of questioning. Some of the questions identified herein changed as the consultants drilled deeper into specific issues and as additional documentation was digested during the fact-finding stage that was not made available at the time of the inception report.

## **C. Limitations Encountered During the MTR**

1. Per the evaluability assessment in the Inception Report, there were no major methodological limitations as the Team Leader and the National Consultant were able to solicit input from and speak with stakeholders of the Project and obtain data on the Project’s progress on which to base evidence-based ratings and consume key documentation.
2. However, the MTR consultant team encountered three notable methodological limitations:

**Limited engagement with beneficiary communities:** During the field visit to Luando, the consultants were unable to interact directly with beneficiary communities as the requested interviews agreed to in the inception report did not materialize due to the unavailability of participants. This restricted the team's ability to validate some aspects of the Project's implementation on-site.

**Challenges in validating work at Maiombe National Park**: Validation of work undertaken in Maiombe National Park was constrained due to its remote location and insufficient cohort of participants who had direct knowledge about the project’s activities being implemented. When the MTR consultant team requested to interact with interviewees familiar with the project and activities being implemented on the ground, no further interviews were schedule, thereby further impacting the comprehensiveness of field-level assessments.

**Concerns with online data collection**: The use of an online questionnaire to gather data was reconsidered due to concerns about the statistical significance and validity of results.

In addition to the above methodological issues, the team faced three procedural limitations:

**Delayed provision of documentation**: Key documents requested following the kick-off meeting on April 8, 2024, were not provided in a timely manner by either the PMU or UNDP Angola Country Office. Outstanding items included:

- Gender Action Plan

- Financial Reports

- Tracking Tools (METT and Capacity Development Scorecard)

- Updated GEF Core Indicator Worksheet

These delays necessitated a more detailed review after the field mission, compressing timelines for analysis.

**Meeting scheduling delays**: Administrative delays impacted the timely scheduling of stakeholder meetings, adding inefficiencies to the review process.

**Prolonged finalization of the national consultant’s contract**: The extended time required to formalize and sign the National Consultant’s contract diverted attention and energy away from core MTR activities.

While the MTR process achieved meaningful progress, the methodological and procedural challenges highlight areas for improvement, particularly in stakeholder engagement, documentation management, and administrative coordination, to support more streamlined and comprehensive future evaluations.

1. The MTR team considers that the information obtained sufficiently representative and that limitations do not necessarily jeopardize the validity of findings. Field verification of on-ground achievements in Maiombe and gender-specific / community assessment across both landscapes cannot be validated.

## **D. Structure of the MTR Report**

1. The rest of this report is structured as follows: Section II provides background information and impetus for the IWT project itself and the problems and threats that the Project is designed to address and outlines the Project’s objective, components and management arrangements; Section III presents the core findings of the MTR organized under sub-sections on – project strategy, progress towards results, project implementation and adaptive management and sustainability; Section IV concludes and presents recommendations.

## **E. Rating Scale**

1. Rating of project delivery follows the Guidance for midterm evaluation of UNDP-supported, GEF-financed projects. The first evaluation theme i) Project strategy is not rated in the course of the MTR. The next two themes ii) Progress towards results, and iii) Project implementation and adaptive management are rated along a six-point scale ranging from highly unsatisfactory to highly satisfactory. For the fourth evaluation theme iv) Sustainability, four sub-themes, incl. institutional framework and capacities, financial, socio-economic and environmental sustainability are rated along a four-point scale ranging from unlikely to likely. All four sub-themes are considered critical and therefore the lowest rating is automatically assigned as the overall rating for the overall sustainability theme. For details of the rating scales refer to Annex D: Rating Scales.

## **F. Ethics**

1. The MTR follows the Ethical guidelines for evaluations in the UN System and the MTR Team has signed the UNEG Code of Conduct for Midterm Review Consultants (refer to Annex M: Code of Conduct form). The MTR consultant team safeguarded the rights and welfare of interview partners as outlined in the Inception Report. The MTR was conducted in a transparent manner and interview partners were informed about the purpose of the MTR, the use, processing and storage of the data, and measures taken to safeguard their anonymity. Community / beneficiary and key informant participation in the MTR was free and voluntary. The MTR team sought adequate representation of disadvantaged groups and applied facilitation methods that encouraged their contributions and voicing of opinions. In cases where stakeholders with differences in power, interest or influence were present, they were interviewed separately.[[12]](#footnote-13)

## **F. Audit Trail**

1. Stakeholder reviews and comments on the draft MTR Final Report are documented in an audit trail document, annexed as a separate document to the MTR Final Report. The audit trail lists all comments received and the responses to these by the MTR Team. Modifications resulting from the audit trail are included in the final version of the MTR Report.

# II. PROJECT DESCRIPTION AND BACKGROUND

## **A. Country, Environment & Development Context**

### Country Context

1. Angola has currently an estimated population of about 33 million people, which makes the country one of the fastest growing (growth rate of 3.2% per year).[[13]](#footnote-14) A substantial proportion of the population lives below the national poverty line (40.6% in 2019).[[14]](#footnote-15)
2. The country’s [National Development Plan (PND) 2023-2027](https://mep.gov.ao/assets/indicadores/angola2050/20231030(3)_layout_Final_Angola_PDN%202023-2027-1.pdf) identified challenges for its roadmap for attaining modernisation and sustainable development. The main challenges include economic downturn, high demographic growth, unemployment, and poverty. Based on the “Vision 2025” strategy of the country, the plan sets as priorities human capital development, diversification of the economy to ensure food security, employment, and to reduce poverty; modernisation of infrastructure and management of natural resources; poverty reduction and improved standard of living, technological improvement, entrepreneurship development and balanced development across the country.[[15]](#footnote-16) In the plan, the environment preservation axis foresees a specific Biodiversity Protection Programe and attaining a 34.6 scoring in the category Biodiversity and Habitat of the [Environmental Performance Index (EPI)](https://epi.yale.edu/welcome) (currently at 30.1). Priority 32.1.1 – Expansion of the country's conservation areas – includes developing and implementing a conservation plan for threatened species and repopulating national parks with native species and applying partnership models or alliances with national and international conservation organizations focused on sustainable use of the economic potential of environmental conservation areas.
3. The Angolan government has prioritized environmental protection, wildlife restoration, and combating illegal wildlife trade as critical components of national development. Key initiatives and policies reflect these priorities:

**International Commitments and National Strategies**:

* 1. Signed the Convention on Biological Diversity (1997)
  2. Developed the National Biodiversity Strategy and Action Plan (2007-2012)
  3. Adopted the National Policy on Forests, Wildlife, and Conservation (2010)[[16]](#footnote-17)
  4. Ratified CITES and implemented the National Ivory Action Plan (2013-2016)[[17]](#footnote-18)

**Legislation and Enforcement**:

* 1. Introduced laws prohibiting hunting and logging of protected species (Executive Decree No. 469/15)
  2. Closed domestic ivory markets (2016) and enacted Law No. 6/17 on Forest and Wildlife
  3. Established the Inter-ministerial Commission Against Environmental Crimes[[18]](#footnote-19)

**Institutional Frameworks and Capacity Building**:

* 1. Established the 31st of January Environmental Polytechnic Institute for ranger training (2016)[[19]](#footnote-20)
  2. Formed the multi-agency Environmental Crimes Unit (ECU) in 2015 for wildlife crime enforcement and coordination[[20]](#footnote-21)

**Protected Areas (PAs) System**:

* 1. Expanded and rehabilitated PAs, establishing new national parks (Maiombe, Luengué-Luiana, and Mavinga)[[21]](#footnote-22)
  2. Increased the PA budget from $1.5 million in 2011 to $9 million in 2016.
  3. Aimed to extend PAs to cover 17% of the national area by 2028

**Collaborations and Community Involvement**:

* 1. Partnered with the UNDP, GEF, and Kissama Foundation for various conservation projects.
  2. Engaged in international collaborations, such as the Elephant Protection Initiative and the African Prosecutors Association.

1. These measures demonstrate Angola's commitment to integrating biodiversity conservation into its national development framework, aiming to protect wildlife, enforce anti-poaching laws, and restore ecosystems impacted by past civil conflicts.
2. Rehabilitation and extension of PA estate for wildlife restoration in Angola are key objectives of the Angola’s National Environment Management Plan (NEMP 2009), National Biodiversity Strategy and Action Plan (NBSAP 2007-2012), Strategic Plan of the National Network of Conservation Areas of Angola (PLERNACA 2011), and the Angolan Strategic Plan for Protected Areas (PESAP) 2018-2028. Management and oversight of the PA estate is the prime responsibility of MINAMB’s National Institute for Biodiversity and Protected Areas (INBC, established in 2011) in collaboration with forestry guards deployed by the Forestry Development Institute (IDF) of the Ministry of Agriculture and Forests, which is responsible for the management of Angola’s forests.
3. Two national protected areas – Cangandala National Park and Luando Strict Nature Reserve – have been involved in the Protection and Rehabilitation of Giant Sable Antelope (*Hippotragus niger variani*) project with support from the Kissama Foundation.

### Environment & Development Context (Environment Context and Macro Level Challenges)

1. Angola boasts one of Africa’s highest levels of ecosystem diversity, ranging from humid tropical forests in the north to deserts in the south. The country is largely covered by Miombo forests, dry tropical woodlands (savannah), and Miombo-savannah mosaics.[[22]](#footnote-23) It is home to around 8,000 plant species, with 1,260 being endemic, the second-highest number of endemic plants in Africa. Angola also has rich mammal diversity with 275 species, including iconic animals such as the giant sable antelope, elephants, gorillas, chimpanzees, and manatees. Additionally, Angola hosts over 420 fish species, 78 amphibian species, 227 reptile species, and 915 bird species.[[23]](#footnote-24)
2. The country's biodiversity is influenced by its large size, varied climate, altitude, and multiple biomes. Significant habitats include the humid-tropical forests and Miombo woodlands, home to species of international conservation concern. However, many animals, like cheetahs, hyenas, wild dogs, zebras, giraffes, and oryx, are very vulnerable, with rhinos likely extinct in Angola.
3. Animal populations have been heavily impacted by poaching, habitat degradation, and human-wildlife conflicts. Key threats include poaching for high-value species[[24]](#footnote-25), bushmeat hunting, and habitat destruction due to logging, agriculture, and settlement expansion. Despite some recovery of elephant populations post-civil war, significant declines due to poaching remain.[[25]](#footnote-26) The giant sable antelope, Angola's national symbol, has dwindled to around 150-200 individuals.[[26]](#footnote-27)
4. Human-wildlife conflicts, particularly with elephants and hippos, are common, often resulting in crop damage and occasionally human fatalities. Habitat degradation is driven by unsustainable practices like charcoal production, slash-and-burn agriculture, and illegal logging. Overgrazing, particularly in arid southern regions, exacerbates desertification and savannah degradation. These pressures collectively threaten Angola’s diverse wildlife populations, highlighting the need for concerted conservation efforts.[[27]](#footnote-28)

## **B. Problems that the Project Seeks to Address**

*Threats*

1. Angola's wildlife is under severe threat from a combination of illegal wildlife trade (IWT), habitat degradation, and human-wildlife conflict (HWC). IWT poses a significant risk to biodiversity, driven by the high demand for wildlife products such as ivory, bushmeat, and exotic pets. This illegal trade is often facilitated by well-organized criminal networks that exploit weak enforcement and regulatory frameworks. Poaching, fueled by poverty and lack of alternative livelihoods, exacerbates the decline of endangered species like forest elephants, gorillas, chimpanzees, and the black giant sable antelope.
2. Habitat degradation further compounds these threats. Activities such as unsustainable agriculture, logging, and mining lead to extensive deforestation and habitat fragmentation. The conversion of forested areas into agricultural lands, often through slash-and-burn techniques, results in the loss of critical habitats needed for wildlife survival. Logging, both legal and illegal, contributes to habitat destruction and reduces the availability of food and shelter for many species. Additionally, mining operations disrupt ecosystems and pollute the environment, making habitats uninhabitable for wildlife.
3. Human-wildlife conflict arises as human populations expand into wildlife habitats. Communities living near protected areas frequently suffer from crop damage and livestock losses due to wildlife incursions, leading to retaliatory killings of animals. This conflict not only threatens wildlife populations but also creates hostility towards conservation efforts among local communities. The lack of effective mitigation strategies and limited community involvement in wildlife management further aggravate the situation. These threats are compounded by the insufficient capacity of national wildlife agencies and protected areas to enforce laws and manage wildlife effectively, hindered by limited resources, inadequate training, and outdated legal frameworks. The table below, adapted from pages 8-14 of the Project Document, summarizes the prevalence and severity of each of main threats to wildlife in Angola.

**Table 5: Direct threats for wildlife in Angola and their drivers**

| **Direct Threats** | **Threat Level** | **Drivers (causes)** |
| --- | --- | --- |
| Poaching for high value species involved in international WT (elephants, great apes, African gray parrots, and pangolins) | Very High | * Poaching and IWT as a response to high demand for ivory and other wildlife products mainly from China, Thailand, and Vietnam. * Angola is considered as an important transit country for illegal ivory trafficking from Western Africa to the East Asia due to low level of law enforcement and direct flights to China. * Until recently Angola had the largest open domestic ivory market in Africa |
| Poaching for bushmeat: commercial and subsistence | Very High | * 40.5% of Angola’s population lives below poverty line and about 60% depend on bushmeat among main sources of protein and income. Consumption of bushmeat has been traditional and increased since civil war times. However, most significant bushmeat poaching is for commercial purposes for sale in the main cities, including among the financial elite. * High demand for bushmeat from growing cities. * Low level of law enforcement to control illegal trade of bushmeat. |
| Human-wildlife conflicts associated with potential retaliatory killing of wildlife | High | * Increase of human-wildlife conflicts due to expansion of human activities in the wildlife habitat as a result of increasing human population, absence of land use planning and implementation of land use regulations associated with increasing area of agriculture, decreasing access to water sources, and increasing number of livestock in the habitat, combined with post-war increase of wildlife in some areas, such as Luengue-Luiana NP. * Lack of HWC management programmes in the country. |
| Unsustainable logging, including slash and burn agriculture, unsustainable and insufficiently controlled logging concessions and illegal commercial and subsistence logging | High | * Degradation of woodlands and forests in the country is caused by expansion of slash and burn agriculture, timber harvesting and increasing firewood and charcoal production. * More than 60% of Angola’s population rely on firewood and charcoal as a source of energy for heating and cooking needs |
| Anthropogenic Fires | Very High | * The vast majority of forest fires is human-caused through slash and burn agriculture, renovation of grass growth for livestock, and bushmeat hunting. The system of fire management is almost non-existent in the country. |
| Expansion of agriculture, settlements, unsustainable land-uses, and development works | Very High | * Increasing human population, demand for agricultural products, associated with lack of land use planning and control from government agencies (especially in the southern part of the elephant range), as well as lack of integrated land-use planning with conservation mainstreaming at the provincial and national levels. |
| Overgrazing | Medium | * Increasing number of livestock, driven by increasing population. * Expansion of pastures into wildlife habitat associated with deforestation. |
| Unsustainable mining | Medium | * High international demand for diamonds, gold, oil, and other minerals. * Diamonds contribute significant part of GDP and national export. * Lack of habitat restoration practices after mining. |

*Barriers*

1. Pages 19-22 of the Project Document articulates three primary barriers to the pervasiveness of the above-noted threats, challenges overcoming them and impetus for which the Project was designed. These include:
2. ***Barrier 1 - Insufficient Wildlife Policy and IWT Legal Framework:*** The wildlife management and IWT legislation in Angola is outdated and needs updating to meet international standards. There is a lack of comprehensive national strategies and low penalties for wildlife crimes, limiting the tools available for sustainable wildlife management and effective law enforcement. Specifically, Angola still lacks a National Wildlife Management and Wildlife Crime Enforcement Strategy to guide participatory and sustainable wildlife management, national wildlife crime enforcement, effective management of human-wildlife conflicts, and bring the country's wildlife policies and legislation in line with those of adjacent countries.

1. ***Barrier 2 - Insufficient Capacity of National Wildlife Agencies and Protected Areas (PAs):*** National wildlife agencies and PAs lack the capacity and resources to manage wildlife crimes, poaching, and habitat degradation effectively. This includes limited budget allocation, inadequate training, and insufficient equipment for law enforcement agencies. The prosecution success rate and penalties for wildlife crimes in Angola are insufficient to deter offenders, particularly repeat offenders. This is due to a lack of awareness among police, prosecutors, and the judiciary about the severe impact of poaching, and the ineffective legislative tools applied to offenders. Consequently, wildlife crimes are often dismissed, or only minor penalties are imposed. The low-risk nature of wildlife poaching in Angola's protected areas attracts regional and international syndicates, undermining law enforcement efforts. Additionally, there is no regular training system for investigators, prosecutors, and the judiciary on wildlife crime issues.

1. ***Barrier 3 - Lack of Community Involvement:*** Local communities have minimal involvement in wildlife, forest, and PA management, leading to low ownership and interest in sustainable resource management. There is a need for community-based wildlife and natural resource management to develop ownership and rights over sustainable resource use. Communities also have low resilience to environmental changes like flooding and droughts, and there is a lack of awareness about the impacts of poaching and IWT. Additionally, there are few mechanisms to incentivize sustainable management of forests and wildlife.

## **C. Project Description and Strategy**

## **High-level project description**

1. The project “*Combating Illegal Wildlife Trade and Human-Wildlife Conflict in Angola*” is a response to the escalating threats to Angola's terrestrial wildlife and habitats, aiming to strengthen the legal framework, enhance law enforcement capacities, and engage communities in sustainable wildlife management to prevent the decline of endangered species.
2. The project’s concept is the culmination of long-held Government priorities expressed under the National Biodiversity Strategy and Action Plan and various national commitments to address the urgent need to protect Angola's terrestrial wildlife and habitats, which are threatened by illegal wildlife trade, poaching, habitat degradation, and human-wildlife conflict. These threats have been made worse by limited stakeholder awareness, poverty-driven reliance on natural resources, and the Government of Angola’s (GoA) current inability to effectively enforce wildlife and forest-related laws and regulations.
3. The project is targeting (i) national institutions to enhance their capacity and awareness in combating illegal wildlife trade and managing human-wildlife conflict, and (ii) specific areas such as the Maiombe National Park and Luando Strict Nature Reserve, which are critical habitats for endangered species and focal points for strengthening protected area management and law enforcement efforts.
4. This is a 6-year full-sized project with a total budget envelope of USD 20.6 M, including USD 4.1 M from the GEF Trust Fund (TF), implemented under the national implementation modality by the National Institute for Biodiversity and Conservation (INBC)[[28]](#footnote-29) under the Ministry of Environment (MINAMB)[[29]](#footnote-30). The project was designed to benefit from over $16.5 million USD in co-financing, which includes contributions from the Angolan government and various international partners. The project commenced in July 2020 and is scheduled to conclude by July 2026.
5. Per the project’s Strategic Results Framework (SRF), the Project’s objective is: *To prevent the extinction of terrestrial species by combating illegal wildlife trade (IWT) and reducing human-wildlife conflict (HWC) in Angola.*
6. It comprises four complementary and mutually-reinforcing components as follows:

**Component 1.** *Strengthening the policy, legal and institutional framework and national capacity to manage wildlife, including HWC, and address wildlife crime* (consisting of 1 outcome, 2 indicators and 2 outputs). This component aims to strengthen Angola's capacity and governance framework to combat wildlife crime and manage wildlife, including human-wildlife conflict, through updated legislation, development of national wildlife crime enforcement strategies, and comprehensive capacity building for law enforcement agencies.

**Component 2.** *Strengthening capacity of selected PAs and law enforcement agencies in the target areas to control poaching, IWT, HWC, and habitat degradation* (with 1 outcome, 3 indicators and 2 outputs). This component aims to directly combat poaching, wildlife trafficking, and other threats such as deforestation and wildfires in Maiombe National Park and Luando Strict Nature Reserve by enhancing inter-agency cooperation among law enforcement bodies and establishing anti-poaching brigades, as well as strengthening management capacity through updated management plans, equipment support, and targeted training.

**Component 3.** *Engaging local communities in sustainable wildlife, forest and PA management* (encompassing 1 outcome, 3 indicators and 2 outputs). This component is designed to increase community participation in natural resource and protected area management in the target landscapes by developing sustainable livelihood pilot projects focused on non-timber forest products, conservation agriculture, sustainable fisheries, and eco-tourism, while also enhancing awareness and education campaigns to reduce bushmeat consumption and boost public support for wildlife conservation; and

**Component 4.** *Knowledge Management, M&E and Gender Mainstreaming* (consisting of 1 outcome, 3 indicators and 3 outputs). This component is designed to ensure effective lesson learning from the implementation of all components through a participatory monitoring and evaluation approach and gender mainstreaming, utilizing adaptive management to enhance project strategies and sharing successful practices nationally and internationally. This component also aims to establish a Grievance Redress Mechanism (GRM) to ensure that project implementation is socially beneficial and acceptable to local communities.

## *Project Sites*

1. The project focuses on two areas in Angola: Maiombe National Park (2,074 km ²) in Cabinda Province and Luando Strict Nature Reserve (9,930 km ²) on the border of Malanje and Bié Provinces. These sites, covering a total of 12,004 km ², were chosen due to their critical habitats for endangered species, high levels of poaching and illegal wildlife trade (IWT), potential for wildlife tourism, and lack of other conservation efforts.

**Figure 3: Project areas**



**Source:** Project document.

1. **Maiombe National Park:**

- Established in 2011, it spans 207,400 ha in Cabinda Province.

- Dominated by dense tropical rainforest, it is part of the larger Maiombe Forest.

- Home to significant species such as central chimpanzees, western lowland gorillas, forest elephants, and African manatees.

- Faces severe threats from bushmeat poaching, with species like duikers and bushbucks targeted. Foreign poachers from DRC are also involved in illegal activities.

- Deforestation, slash-and-burn agriculture, human-elephant conflicts (HECs), and invasive species further endanger wildlife.

- Approximately 56,000 people live in the park, mainly engaging in poaching, fishing, logging, and subsistence farming.

- The park has minimal staff and infrastructure, with some law enforcement collaboration resulting in the arrest of poachers and confiscation of illegally obtained animals.

1. **Luando Strict Nature Reserve:**

- Established in 1957, it covers 993,000 ha and primarily consists of miombo woodland.

- Protects the giant black sable, with about 160 individuals remaining.

- Other species include bushbuck, roan, and various primates and carnivores.

- Poaching for bushmeat, driven by local subsistence needs and commercial demand, poses the greatest threat.

- Deforestation and wildfires have significantly reduced tree cover.

- Around 20,000 people live in the reserve, relying on agriculture, fishing, and bushmeat hunting.

- The reserve lacks formal staff, relying on poorly trained and equipped local "pastors" for minimal patrolling. They face threats from armed poachers but receive some assistance from police and military.

1. Both areas are crucial for biodiversity but are severely impacted by human activities, necessitating urgent and enhanced conservation efforts.

## *Project Description, Baseline and Alternate Scenario*

1. In response to the aforementioned barriers and per the Project Document, the Project was designed to strengthen the policy, legal, and institutional frameworks governing wildlife management in Angola. This involves updating existing wildlife and IWT legislation to align with international standards, developing comprehensive national strategies, and enhancing the capacity of key institutions such as the INBC and the ECU. By providing targeted training and resources, the project aims to improve the effectiveness of law enforcement agencies in combating poaching and wildlife crimes. This comprehensive approach seeks to create a robust legal and institutional environment that can deter wildlife crimes and promote sustainable wildlife management.

1. Furthermore, the project emphasizes the importance of community engagement and sustainable resource management. By involving local communities in conservation efforts and promoting alternative livelihoods, the project aims to reduce human-wildlife conflict and enhance local support for wildlife protection. Community-based natural resource management (CBNRM) pilot projects, awareness campaigns, and capacity-building initiatives are key strategies to achieve these goals. Additionally, the project includes a strong component on knowledge management, monitoring and evaluation (M&E), and gender mainstreaming to ensure inclusive and effective implementation. By addressing both the systemic and grassroots levels, the project aims to create sustainable conservation outcomes and enhance the resilience of both wildlife and local communities.

1. The Project is structured around four inter-related and mutually complementary Components that are focused at addressing the barriers relating to unsustainable use of land and forests and limited options for alternative livelihoods, inadequate protection and management of areas outside protected area networks and limited wildlife monitoring and wildlife crime related deterrent systems, as follows:

1. **Component 1: Strengthening the Policy, Legal, and Institutional Framework and National Capacity to Manage Wildlife, Including HWC, and Address Wildlife Crime.** This component aims to enhance the legal and institutional frameworks for wildlife management and law enforcement. It includes updating existing wildlife and IWT legislation, developing national strategies for wildlife crime enforcement, and increasing the capacity of institutions such as INBC and the ECU through training and provision of necessary resources and equipment.

1. **Component 2: Strengthening Capacity of Selected Protected Areas (PAs) and Law Enforcement Agencies in the Target Areas to Control Poaching, IWT, HWC, and Habitat Degradation.** This component focuses on improving the management and law enforcement capabilities within targeted PAs, specifically Maiombe National Park and Luando Strict Nature Reserve. Activities include providing training, equipment, and updating PA management plans, as well as promoting inter-agency collaboration to enhance the effectiveness of enforcement operations.

1. **Component 3: Engaging Local Communities in Sustainable Wildlife, Forest, and PA Management.** This component involves local communities in wildlife conservation and sustainable resource management practices. It aims to develop community-based natural resource management (CBNRM) pilot projects, promote alternative livelihoods, and conduct awareness campaigns to reduce bushmeat consumption and support conservation efforts.

1. **Component 4: Knowledge Management, Monitoring and Evaluation (M&E), and Gender Mainstreaming.** This component ensures effective knowledge management and the dissemination of lessons learned from project activities. It includes establishing participatory M&E systems, promoting gender mainstreaming, and creating a Grievance Redress Mechanism (GRM) to guide project implementation and ensure that both men and women benefit equally from the project activities.

1. The Project’s intervention logic is structured around the following results hierarchy, comprised of a total of 15 indicators, in its Strategic Results Framework (SRF). Some observations of the objective and 4 corresponding outputs are highlighted in the table below.   
   **Table 6: Changes to the project’s strategic results framework and intervention logic**

| **Results Hierarchy** | **At Design** | **Following Inception** | **MTR Consultant Team Comments / Preliminary Observations** |
| --- | --- | --- | --- |
| **Project Objective** | To prevent the extinction of terrestrial species by combating illegal wildlife trade (IWT) and reducing human-wildlife conflict (HWC) in Angola. | No changes made during inception or since then based on a preliminary review of core documentation, including the Inception Report and FY2022 and FY2023 PIRs. | * The Objective is comprised of a total of 4 indicators, 2 of which align to GEF Core Indicators, with the remaining 2 closely aligning with the scope of Outcome 2, including a biological indicator on the population status of flagship species; * 1 of the 4 objective-level indicators leverages standard GEF monitoring tools; * The monitoring plan is clear and explicit on the manner in which the objective-level indicators should be monitored and corresponding data collection methods. |
| **Outcome 1** | Strengthened policy, legal and institutional framework to combat wildlife crime and manage wildlife, including HWC | No changes made during inception or since then based on a preliminary review of core documentation, including the Inception Report and FY2022 and FY2023 PIRs. | * Measured by a total of 2 indicators; * 1 indicator leverage standard UNDP monitoring tools, specifically the UNDP capacity development scorecard; * 1 indicator leverages the Indicator Framework for Combating Wildlife and Forest Crime (ICCWC IF), consisting of 50 performance measures arranged against eight desired outcomes of effective law enforcement to combat wildlife and forest crime; * Data collection methods clear and solid assumption and risks articulated. |
| **Outcome 2** | Improved capacity of PAs and other law enforcement agencies in the project areas to reduce wildlife crime, manage HWC, and prevent habitat degradation | No changes made during inception or since then based on a preliminary review of core documentation, including the Inception Report and FY2022 and FY2023 PIRs. | * This Outcome is measured by 3 indicators; * Baselines well defined for all 3 corresponding indicators; * First indicator has 2 parts; one for each PA, with a total of 8 sub-indicators (4 per PA); * Data collection methods clearly documented, although some duplication between usage of METT scores in Indicator 8, with the objective-level Indicator 1. |
| **Outcome 3** | Increased involvement of local communities in the project areas in wildlife, habitat, and PA management. | No changes made during inception or since then based on a preliminary review of core documentation, including the Inception Report and FY2022 and FY2023 PIRs. | * This Outcome is measured by 3 indicators; * The first indicator (Indicator 10) is comprised of 2 sub-indicators, 1 of which is linked to a GEF Core Indicator; * The second and third indicators (Indicator 11 and 12) under Outcome 3 are SMART and aligned to the scope; * Data collection methods are clear and well-defined; * All baselines and targets (both mid-term and end-of-project) are defined; * The MTR consultant team has some concern around whether there is sufficient and requisite GIS analysis subject matter expertise within the PMU to effectively monitor progress against this Outcome. This will be explored further during the fact-finding stage. |
| **Outcome 4** | Lessons learned by the project, including gender mainstreaming, through participatory M&E are used to fight poaching and IWT nationally and internationally | No changes made during inception or since then based on a preliminary review of core documentation, including the Inception Report and FY2022 and FY2023 PIRs. | * This Outcome is measured by 3 indicators; * The baselines and both mid-term and end-of-project targets for all indicators have been defined; * Indicators are appropriate and typical of a KM and M&E Outcome, consistent with other GWP child projects; * Reassuring to see gender responsive indicators and request for disaggregated data; * The third indicator (Indicator 15) is aligned to GEF Core Indicator 11 (no. of beneficiaries m/f) * Unclear how the Project is supposed to measure Indicator 13, especially quantifying what lessons are being actively used by other national and international project. |

### Baseline Scenario

1. The Project is designed to build on the following baseline noted in the Project Document:

* The baseline situation for **Component 1** reveals that Angola’s policy and legal frameworks for wildlife management and addressing IWT are outdated and insufficiently aligned with international standards. The national capacity to enforce these laws is weak, with law enforcement agencies, including the National Institute for Biodiversity and Conservation and the Environmental Crime Unit, lacking adequate training, resources, and coordination mechanisms. Judicial and prosecutorial awareness of wildlife crimes is low, resulting in ineffective penalties that fail to deter poaching and trafficking. The absence of regular training programs for investigators, prosecutors, and the judiciary further exacerbates the situation, making wildlife poaching a low-risk activity for criminals.

* At the baseline under **Component 2**, the capacity of protected areas (PAs) such as Maiombe National Park and Luando Strict Nature Reserve is severely limited. These PAs face significant challenges in controlling poaching, IWT, and habitat degradation due to inadequate staffing, insufficient training, and a lack of essential equipment and infrastructure. Patrolling efforts are minimal, and there is a critical need for effective management plans and inter-agency cooperation. The existing resources and operational capacities are insufficient to address the high levels of poaching and illegal activities, which are often facilitated by regional and international criminal syndicates exploiting the weak enforcement environment.

* The baseline situation for **Component 3** shows that local communities have minimal involvement in wildlife conservation and sustainable resource management. There is a lack of community-based natural resource management initiatives and limited awareness of the benefits of conservation. Many communities depend on unsustainable practices, such as slash-and-burn agriculture and bushmeat hunting, for their livelihoods. These activities contribute to habitat degradation and increase human-wildlife conflict. The absence of alternative livelihoods and insufficient engagement in conservation efforts lead to low local support for protecting wildlife and forests.

* For **Component 4**, the baseline reveals a significant gap in knowledge management, (M&E) systems, as well as gender mainstreaming within conservation initiatives. There is no established mechanism for systematically collecting, analyzing, and sharing data on wildlife and conservation activities. The lack of participatory M&E systems means that local stakeholders, including women, are not adequately involved in decision-making processes. Gender disparities are evident, with women having limited opportunities to participate in conservation activities and benefit from project outcomes. This gap hampers the effective implementation and sustainability of conservation efforts.

1. The Project is expected to build on a coterie of like-minded initiatives, programs and projects. Several baseline programs and projects in Angola aim to enhance conservation efforts and can establish strong collaborations with the GEF project. These include the ongoing execution against the National Biodiversity Strategy and Action Plan (NBSAP), which seeks to integrate biodiversity conservation into national development policies. The African Elephant Action Plan (AEAP) and the Kavango-Zambezi Transfrontier Conservation Area (KAZA TFCA) initiative also play crucial roles in protecting key species and habitats. Additionally, partnerships with organizations such as the Kissama Foundation, which focuses on wildlife conservation and community engagement, and the Stop Ivory initiative, which combats illegal ivory trade, can complement the GEF project. Also relevant are programmes being managed by the CITES Secretariat in parallel with international NGOs such as Traffic, like the Monitoring the Illegal Killing of Elephants (MIKE) and Elephant Trade Information System (ETIS) initiatives. These programs provide a foundation for collaborative efforts, leveraging existing resources, expertise, and stakeholder networks to enhance the overall impact of conservation initiatives in Angola.

### Alternative Scenario

1. The Project's alternative scenario - as articulated in the Theory of Change (ToC) (page 28 of the Project Document) and corresponding impact pathways - envisions a comprehensive and integrated approach to addressing the critical threats to Angola's wildlife and habitats. In this target future state, the project focuses on strengthening the policy, legal, and institutional frameworks to create a robust environment for wildlife conservation. This includes updating wildlife and IWT legislation to align with international standards, developing national strategies for wildlife crime enforcement, and building the capacity of institutions like the INBC and the ECU. The project also emphasizes the importance of regular training for investigators, prosecutors, and the judiciary on wildlife crime issues to ensure effective enforcement and prosecution.

1. In the alternative scenario, the project also enhances the management and operational capacities of key PAs, at minimum Maiombe National Park and Luando Strict Nature Reserve. By providing essential equipment, infrastructure, and training, the Project aims to better equip and improve patrolling efforts and inter-agency collaboration to effectively control poaching, IWT, and habitat degradation. Community engagement is a crucial component, with the project promoting CBNRM initiatives and alternative livelihoods to reduce human-wildlife conflict and foster local support for conservation.

1. Furthermore, a strong focus on knowledge management, M&E, and gender mainstreaming. Establishing participatory M&E systems and promoting gender equality in conservation activities ensure that both men and women benefit from the project's outcomes. By leveraging existing baseline programs and forming partnerships with local and international stakeholders, the project aims to create a sustainable and resilient conservation framework that addresses the root causes of wildlife threats and supports the long-term preservation of Angola's biodiversity.

1. Based on the MTR consultant team’s preliminary and topical assessment during the inception and planning phase of the engagement, the Project’s ToC is well-conceived and grounded in the following impact pathways:

* **Impact Pathway No. 1 - Strengthening Policy, Legal, and Institutional Frameworks**: This pathway aims to create a robust legal and institutional environment to effectively combat IWT and manage HWC. This involves updating existing legislation, developing comprehensive national strategies, and enhancing the capacity of institutions such as the INBC and ECU. This impact pathway is conditional on the following assumptions:
  + **Assumption 1**: The updated legal and policy frameworks will be effectively enforced and supported by relevant stakeholders, including law enforcement agencies and the judiciary.
  + **Assumption 2**: There will be sustained political will and commitment from the government to prioritize and support wildlife conservation initiatives.

* **Impact Pathway No. 2 - Enhancing Capacity of Protected Areas and Law Enforcement**: This pathway focuses on building the operational capacities of selected PAs and law enforcement agencies to better control poaching, IWT, HWC, and habitat degradation. It includes providing necessary equipment, training, and developing effective management plans. This impact pathway is conditional on the following assumptions:
  + **Assumption 1**: Law enforcement agencies and PA management will utilize the provided resources and training effectively to improve their operational capabilities.
  + **Assumption 2**: There will be ongoing financial and logistical support to maintain and enhance the capacity-building efforts beyond the project’s lifespan.

* **Impact Pathway No. 3 - Community Engagement in Sustainable Wildlife Management**: This pathway aims to involve local communities in wildlife conservation and sustainable natural resource management. It includes promoting CBNRM initiatives, developing alternative livelihoods, and conducting awareness campaigns. This impact pathway is conditional on the following assumptions:
  + **Assumption 1**: Local communities actively participate in and support CBNRM initiatives, recognize the benefits of sustainable wildlife management.
  + **Assumption 2**: Alternative livelihoods provided will be sufficient to reduce dependence on unsustainable practices, such as bushmeat hunting and slash-and-burn agriculture.

* **Impact Pathway No. 4 - Knowledge Management, Monitoring and Evaluation (M&E), and Gender Mainstreaming**: This pathway ensures the systematic collection, analysis, and dissemination of data on wildlife conservation activities. It includes establishing participatory M&E systems and promoting gender equality in conservation efforts. This impact pathway is conditional on the following assumptions:
  + **Assumption 1**: Effective systems for knowledge management and M&E will be established and utilized to inform adaptive management and policy decisions.
  + **Assumption 2**: Gender mainstreaming efforts will be successful in ensuring equitable participation and benefits for both men and women in all project activities.

1. Taken together, the Project's incremental value lies in its ability to build and enhance the existing frameworks for wildlife conservation and management in Angola by introducing innovative approaches and comprehensive strategies that address the root causes of illegal wildlife trade, habitat degradation, and human-wildlife conflict. By leveraging international best practices, fostering multi-stakeholder collaboration, and empowering local communities, the Project not only strengthens national capacities but also ensures the long-term sustainability of conservation efforts, ultimately contributing to the preservation of Angola's unique biodiversity and ecological heritage.

## *Purpose of the Midterm Review*

1. The MTR is being conducted close to four years since its official start of the Project (30 July 2020) and several months shy of three years since the inception workshop was held in July 2021. It will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the [UNDP Evaluation Guidance](http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf), as well as [Guidance for Conducting Midterm Reviews of UNDP-supported, GEF-financed projects](https://erc.undp.org/pdf/Guidance_Midterm%20Review%20_EN_2014.pdf).
2. The objective of the Mid Term Review is to assess:

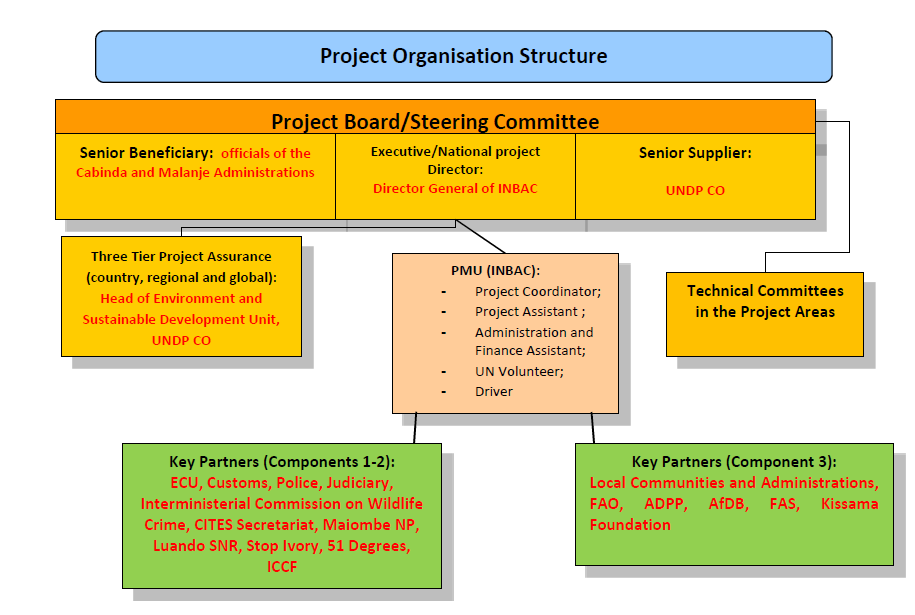
* progress towards the achievement of the project objectives and outcomes, as specified in the Project Document; and,
* early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results.

1. The MTR also reviews the project’s strategy and the risks to its sustainability. In line with the United National Development Programme - Global Environment Facility (UNDP-GEF) Guidance on MTRs, this MTR was initiated following the submission of the third Project Implementation Report (PIR).
2. On 22 April 2024 a kick-off meeting was organized by the UNDP-CO in Angola and the Regional Technical Advisor (RTA) with the MTR Team Lead / International Consultant[[30]](#footnote-31) in order to align on expectations, key milestones and scope of the evaluation.

## **D. Project Implementation Arrangements**

1. The project is implemented following UNDP’s **national implementation modality** (NIM), according to the Standard Basic Assistance Agreement between UNDP and the Government of Angola, and the Country Programme. NIM was selected for the project management based on the HACT assessment of the Implementing Partner.
2. The **Implementing Partner** for this project is the Ministry of Environment (MINAMB), who is responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of UNDP resources.
3. The Implementing Partner also appointed a **National Project Director** (NPD) responsible for ensuring the smooth implementation of the project in line with planned project objective and outcomes. The NPD provides strategic support as needed to the project and with assistance from the Project Coordinator is also responsible for ensuring cooperation, collaboration and efficient implementation of the project by the Responsible Parties and project partners and reporting on project progress to the PB and for coordinating the flow of results and information from the project to the Project Board. The function of the NPD is not funded through the project.
4. The **Project Board** (also called Project Steering Committee) co-chaired by the MINAMB and UNDP is responsible for making by consensus, management decisions when guidance is required by the Project Coordinator, including recommendations for UNDP/Implementing Partner approval of project plans and revisions, and addressing any project level grievances. The PB comprises not more than ten (10) representatives drawn from relevant line Ministries, Government departments, civil society organizations, and UN agencies. Members of the Project Board are reviewed and recommended for approval during the Local Project Appraisal Committee (LPAC) meeting before project implementation. The Project Coordinator (PC) is an ex-officio member of the PB and serves as secretary to the Board. The Project Board will meet after the Inception Workshop and at least once each year thereafter.
5. The **Senior Supplier** is an individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier’s primary function within the Board is to provide guidance regarding the technical feasibility of the project.
6. The **Senior Beneficiary** is an individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary’s primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. The Senior Beneficiary role is held by a representative of the government or civil society. The Senior Beneficiaries for this project are a group of officials of the Administrations for Cabinda and Malanje provinces as representatives of target local communities (ultimate beneficiaries of the project). The Senior Beneficiary is responsible for validating the needs and monitoring that the solution will meet them within the project’s constraints.
7. The **Project Coordinator** has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Coordinator is responsible for day-to-day management and decision-making for the project. The Project Coordinator’s prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Implementing Partner appoints the Project Coordinator, who should be different from the Implementing Partner’s representative in the Project Board.
8. A **Project Management Unit (PMU)** was established at the INBC, Luanda, and led by a Project Coordinator. The PMU assumes the day-to-day management of project operations, including implementation of activities and accountability for the delivery of the project’s outputs and preparation of quarterly and annual work plans and reports, in direct collaboration with project partners under the guidance of the Project Board. The PMU is composed of a Project Assistant, a Project Administration and Finance Assistant, and a driver. The PMU is provided with additional management support by the UNDP-Angola Environment Programme Specialist. Experienced project partner (organization) selected for implementation of Output 3.1 will assist the PMU in monitoring of SESP risks and implementation of ESMP.
9. UNDP provides a three-tier supervision, oversight and quality assurance role – funded by the GEF agency fee – involving UNDP staff in Country Offices and at regional and headquarters levels. **Project Assurance** is totally independent of the Project Management function. The quality assurance role supports the Project Board and Project Management Unit by carrying out objective and independent project oversight and monitoring functions. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Coordinator. This project oversight and quality assurance role is covered by the GEF Agency, particularly by, UNDP Angola.
10. To involve local communities in the decision-making process, direct project implementation, and ensure SESP risk monitoring and control of ESMP implementation, and M&E the project is supposed to establish **Technical Committees** in the project areas that consists of representatives of the target PAs, communities, local governments, NGOs actively present in the project area. The Technical Committees will have meetings at least once a year before the Project Board meeting to review the project progress under Components 2 and 3, extract key lessons, plan project activities, review community concerns and grievances and provide recommendations to the PB and PMU. Members of the Technical Committees are selected at the Inception phase of the project and the locations of the meetings will be determined during the project implementation in the project area.
11. See the diagram below for the project management arrangements structure.

**Figure 4: Organisational structure in the Project Document and endorsed by the GEF**



***Source: ProDoc, p. 113***

## **E. Project Timing and Milestones**

1. The Project was approved by the GEF on 30 July 2020, but officially began in August 2020 once the Project Document had been signed by UNDP and the Government of Angola. The National Project Manager, however, was only hired in July 2021.

**Figure 5: Project milestones**

A screenshot of a computer screen

Description automatically generated

## **F. Key Partners and Stakeholders Involved in the Project**

1. An extensive list of stakeholders is provided in both Section III-iii and in Annex H. Stakeholder Communication and Involvement Plan of the Project Document, which for illustrative purposes can be clustered as follows:

* **Government,** are Ministry of Environment (MINAMB), Ministry of Interior (National Police), Ministry of Agriculture and Forest (MINAGRIF), Ministry of Defense (MINDEF), Ministry of Social Action, Family, and Women Promotion (MASFAMU), National Institute for Biodiversity and Protected Areas (INBC), Forestry Development Institute (IDF), National Environmental Crime Unit, Interministerial Commission Against Environmental Crimes and related Wild Fauna and Flora, General Prosecutor’s Office of Angola, National Customs Service, Government of Cabinda Province, Government of Malanje Province, Government of Bié Province Maiombe NP, Luando SNR;
* **UN agencies**, UNDP CO, UNOCD, FAO Angola;
* **International Partnerships and TFCAs**: EPI, Maiombe TFCA Secretariat.
* **NGOs**: KIssama Foundation, Stop Ivory, 51 Degrees Ltd., Wildlife Impact, Environmental Investigation Agency (EIA), Space for Giants, ADPP, Grémio ABC, WCS Congo, Jane Goodall Institute, Maiombe Environmental Network, ADRA, JEA, Maisha Group, Vulcan, EcoExist, Connected Conservation.
* **Local communities:** Local communities living inside and outside the Luando SNR: Capunda, Kunga Palanca, Quimbango, Kissonde, Dombo, Seque, Caionde, Zimbo, Simbanda, Tunda, Singuengo, Papo Seco, Sangamba, Siminhe, Sweka, Missongue, Ngunga, and Walitcha. Local communities living inside and outside the Miombe NP: to be selected at project inception phase, among communities residing in the Municipalities of Miconge, Buco Zau and Cacongo.

**Table 7: Type of involvement of stakeholders in the project**

| **Stakeholders** | **Implementing partner** | **Project Board** | **Co-financing** | **Project management** | **Deliver Outputs** | **Beneficiary** | **Other** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Ministry of Environment (MINAMB) |  |  |  |  |  |  |  |
| Ministry of Interior (National Police) |  |  |  |  |  |  |  |
| Ministry of Agriculture and Forest (MINAGRIF) |  |  |  |  |  |  |  |
| Ministry of Defense |  |  |  |  |  |  |  |
| Ministry of Social Action, Family, and Women Promotion |  |  |  |  |  |  |  |
| National Institute for Biodiversity and Protected Areas (INBC) |  |  |  |  |  |  |  |
| Forestry Development Institute (IDF) |  |  |  |  |  |  |  |
| National Environmental Crime Unit |  |  |  |  |  |  |  |
| Interministerial Commission Against Environmental Crimes and related Wild Fauna and Flora |  |  |  |  |  |  |  |
| General Prosecutor’s Office of Angola |  |  |  |  |  |  |  |
| National Customs Service |  |  |  |  |  |  |  |
| 31st of January Environmental Polytechnic Institute (Wildlife School) in Menongue |  |  |  |  |  |  |  |
| Government of Cabinda Province |  |  |  |  |  |  |  |
| Government of Malanje Province |  |  |  |  |  |  |  |
| Government of Bié Province |  |  |  |  |  |  |  |
| Maiombe NP |  |  |  |  |  |  |  |
| Luando SNR |  |  |  |  |  |  |  |
| UNDP CO |  |  |  |  |  |  |  |
| UNODC |  |  |  |  |  |  |  |
| FAO Angola |  |  |  |  |  |  |  |
| EPI |  |  |  |  |  |  |  |
| MayombeTFCA Secretariat |  |  |  |  |  |  |  |
| Kissama Foundation |  |  |  |  |  |  |  |
| Stop Ivory |  |  |  |  |  |  |  |
| 51 Degrees Ltd. |  |  |  |  |  |  |  |
| Wildlife Impact |  |  |  |  |  |  |  |
| Environmental Investigation Agency (EIA) |  |  |  |  |  |  |  |
| Space for Giants |  |  |  |  |  |  |  |
| ADPP |  |  |  |  |  |  |  |
| Gremio ABC |  |  |  |  |  |  |  |
| WCS Congo |  |  |  |  |  |  |  |
| Jane Goodall Institute |  |  |  |  |  |  |  |
| Maiombe Environmental Network |  |  |  |  |  |  |  |
| ADRA |  |  |  |  |  |  |  |
| JEA |  |  |  |  |  |  |  |
| Maisha Group |  |  |  |  |  |  |  |
| Vulcan |  |  |  |  |  |  |  |
| EcoExist |  |  |  |  |  |  |  |
| Connected Conservation |  |  |  |  |  |  |  |
| Local communities living inside and outsidethe |  |  |  |  |  |  |  |
| Luando SNR: Capunda, Kunga Palanca, Quimbango, Kissonde, Dombo, Seque, Caionde, Zimbo, Simbanda, Tunda, Singuengo, Papo Seco, Sangamba, Siminhe, Sweka, Missongue, Ngunga, and Walitcha |  |  |  |  |  |  |  |
| Local communities living inside and outside the Miombe NP: to be selected at project inception phase, among communities residing in the Municipalities of Miconge, Buco Zau and Cacongo |  |  |  |  |  |  |  |

# III. FINDINGS

## **A. Project Strategy & Design**

### Strengths, Weaknesses, Opportunities and Threats

1. Having had the opportunity to digest and glean from critical documentation and through the extensive consultations conducted both virtually and via the field visits, the MTR consultant team has developed an emerging picture of the Project’s main strengths, weaknesses, opportunities and threats (depicted in **Figure 5** for illustrative purposes). Section III touches on these in the appropriate sections.

**Figure 6: MTR SWOT Analysis**



### Relevance of Project Strategy

1. The project strategy remains highly relevant to Angola, offering significant value in addressing the illegal wildlife trade and enhancing the management of wildlife and protected areas. This strategic approach emphasizes governance, law enforcement, and community engagement, aligning seamlessly with Angola’s National Biodiversity Strategy and Action Plan, the National Development Plan, and other national policies that prioritize sustainable development and conservation. The strategy also aligns with the United Nations Development Programme (UNDP) Country Programme Documents (CPDs), including the extended 2015-2022 framework under the United Nations Sustainable Development Cooperation Framework (UNSDCF) and the draft CPD for 2024-2028, reinforcing its alignment with both national and international frameworks.

### Quality of Project Design

1. The project design is built on a robust and well-founded strategy, with demonstrated effectiveness in achieving its intended results. Progress achieved so far indicates the potential for sustaining some outcomes beyond the project timeline, fostering long-term impact. This reflects strong alignment between the project’s interventions and its objectives, effectively leveraging resources and expertise. Additionally, the project’s foundation enhances its credibility and relevance within the operational and broader strategic context.

### Strategic Results Framework / Logframe

1. Despite its strengths, the Strategic Results Framework (SRF) presents several limitations. Missing baselines, intended to be established during the first year, have created gaps in tracking progress. The SRF's complexity, with indicators extending beyond the project’s immediate sphere of influence, presents challenges in achieving set targets within the remaining timeframe. Indicators such as objective-level indicators 2, 3, and 4 and outcome-level indicators 7, 10, and 11 are overly ambitious or lack adequate development. A focused approach on high-value, high-impact areas is crucial for optimizing results and ensuring effective progress measurement.
2. The timing and sequencing of project outputs pose additional challenges. Many outputs are expected to materialize late in the project cycle, reducing their contribution to the project’s objectives. Insufficient attention to the sequencing and connectivity of activities has limited potential synergies, impacting the overall effectiveness. Furthermore, while the project implicitly contributes to the Global Wildlife Program (GWP), there has been limited active engagement by the management team to foster the originally intended linkages. Addressing these sequencing issues and actively engaging with global initiatives like the GWP could enhance the project's impact and alignment with global conservation efforts.

### Gender and Community Aspects in Project Design

1. The UNDP/GEF project places gender equality at the forefront by integrating gender considerations across its design and implementation. Recognizing the fundamental role of gender equality in achieving inclusive development, the project aligns with Sustainable Development Goal 5 and the 2030 Agenda, ensuring that women and men equally benefit from development efforts. A robust Gender Mainstreaming Strategy guides these efforts, emphasizing the empowerment of women as active agents in managing wildlife, habitat, and climate challenges. This strategy includes measurable gender indicators to monitor progress and evaluate the impact of interventions.
2. To ensure meaningful inclusion, the project actively promotes gender balance in governance and management structures. Specific guidelines address gender equity in policy review, capacity-building activities, and law enforcement initiatives, encouraging women to participate in traditionally male-dominated sectors. Women’s organizations are also engaged at national, provincial, and community levels to strengthen their role in sustainable development. Moreover, the project avoids perpetuating gender stereotypes, actively involving women in decision-making processes and management roles.
3. A strong focus on community engagement incorporates gender-sensitive approaches, emphasizing female-led activities and equitable benefit-sharing mechanisms. Women are actively involved in developing and implementing community-based resource management plans, with provisions for equitable training opportunities and facilities. These efforts aim to enhance women’s access to income-generating activities, alternative livelihoods, and leadership roles within their communities, fostering greater economic and social empowerment.
4. Gender-sensitive monitoring and evaluation (M&E) further ensure accountability and transparency. Disaggregated data collection, gender-specific reporting, and the involvement of women in the M&E process ensure that progress is tracked comprehensively. Recruitment strategies also prioritize gender equity, with targeted efforts to encourage applications from women and integrate gender-focused responsibilities into staff roles. Through these comprehensive measures, the project not only addresses existing gender disparities but also promotes sustainable and inclusive development for all stakeholders.

***Note: No rating for Project Strategy is required for the Midterm Review***

## **B. Progress Towards Results**

1. The MTR consultant team is tasked to provide ratings on the Project’s progress towards its objective and each outcome. The assessment of progress is based on data provided in the PIRs, supplemented by data provided in the capacity development scorecards, updates in QPRs and supplemented by the results of interviews with the Project stakeholders during the fact-finding stage. Apart from limitations in the quality of indicators, baselines and targets, assessment of progress was also sometimes hampered by shortcomings in project M&E, disjointed reporting, and available data.
2. To facilitate this assessment, and following UNDP/GEF guidance, the MTR team has prepared an analytical matrix to assess progress made by the Project towards achieving the intended results in Table 8 below. The matrix summarizes the progress towards the end-of-project targets for the project objective, and for each of the three project outcomes. The information which has been entered into the matrix enables an assessment of the level of achievement, at midterm, for each indicator that applies to the project objective and the project outcomes. Based on the assessment of the level of achievement, a rating has been assigned for each indicator. The ratings use a color-coded “traffic light” system to highlight the relevant cells of the matrix. The system is structured as follows:

a) **GREEN**: target has already been achieved;

b) **YELLOW**: target is partially achieved or on-track to be achieved by the end of the project; or

c) **RED**: target is at high risk of not being achieved by the end of the project and needs attention.

1. In order to adequately interpret the findings reflected in the “progress towards results” matrix, further detailed explanations are provided in the paragraphs and sections which follow the matrix.

**Table 9: Progress towards results analytical table**

| **Measure** | **MTR Rating** |
| --- | --- |
| **Project Strategy[[31]](#footnote-32)** | N/A |
| **Progress Towards Results** | **Achievement Rating:**  **2: UNSATISFACTORY (U)** |
| **Outcome 1**  **Achievement Rating:**  **1:** **HIGHLY UNSATISFACTORY (HU)** |
| **Outcome 2**  **Achievement Rating:**  **3:** **MODERATELY UNSATISFACTORY (MU)** |
| **Outcome 3**  **Achievement Rating:**  **2:** **UNSATISFACTORY (U)** |
| **Outcome 4**  **Achievement Rating:**  **3:** **MODERATELY UNSATISFACTORY (MU)** |
| **Project Implementation & Adaptive Management** | **Achievement Rating:**  **3:** **MODERATELY UNSATISFACTORY (MU)** |
| **Sustainability** | **Achievement Rating:**  **2: MODERATELY UNLIKELY (MU)** |

**Indicator Assessment Key:**

|  |  |  |
| --- | --- | --- |
| **Target already achieved** | **Target is partially achieved or on-track to be achieved by the end of the project** | **Target is at high risk of not being achieved by the end of the project and needs attention** |

### Analysis of the Project Objective

|  |  |
| --- | --- |
| ***Project Objective:*** *To prevent the extinction of terrestrial species by combating illegal wildlife trade (IWT) and reducing human-wildlife conflict (HWC) in Angola* | **Attainment of Objective** |
| 2: UNSATISFACTORY (U) |

1. Progress towards the project objective is mixed, with one of the four impact indicators—total area with improved management—exceeding its mid-term target and on track to meet the end-of-project goal. However, the other three indicators show limited progress. Indicators related to flagship species populations are stalled due to the lack of prioritization by INBC for necessary surveys.

1. The indicator on poaching and bushmeat exposure in Maiombe National Park and Luando Strict Nature Reserve has also not met its mid-term target due to a lack of proactive data collection. Notable achievements include the establishment of an operational base at Luando SNR for patrols, although there is still no management plan for this reserve or for staffing.   
     
   Continuing risks, constraints and priorities:
2. There is an urgent need to establish baseline data, and meetings are required to create a coordinated mechanism to monitor elephant poaching and bushmeat trade within the project area.
3. The Project has established presence across the entire targeted area mainly through “soft” activities, but significant operating changes and acceleration will be required to reach the level of ambition required.

**Table 10: Progress against objective-level indicators**

| **Project Strategy** | **Indicator** | **Baseline Level** | **Level in 1st PIR (self- reported)** | **Midterm Target** | **End-of-project Target** | **Midterm Level & Assessment** | **Achievement Rating** | **Justification for Rating** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Objective:**  To prevent the extinction of terrestrial species by combating illegal wildlife trade (IWT) and reducing human-wildlife conflict (HWC) in Angola | **Mandatory Indicator 1:** Total area of PAs with improved management (Maiombe NP and Luando SNR), ha: | *0* | N/A | *600,000* | *1,200,400* | Per the 2023 PIR, the project has enhanced management practices across 1,073,000 hectares, including Maiombe National Park (193,000 hectares) and Luando Strict Nature Reserve (828,000 hectares). Key achievements include ranger training in diverse skills, progress on critical infrastructure such as Luando’s administrative hub and Maiombe’s inspection checkpoints, despite weather-related construction delays. | **On target to be achieved** | While the project is making strides to improve PA management through physical infrastructure at Luando Strict Nature Reserve, there are delays with infrastructure at Maiombe NP, albeit it does have a management plan. Based on discussions with the PMU on 19 June 2024, it is unclear whether all volunteer rangers can be absorbed by INBC going forward. |
| **Indicator 2:** Populations of the flagship species in the project areas:  *1.Forest Elephant:*  *2.Western Lowland Gorilla:*  *3.Chimpanzee:*  *4.Black Giant Sable:* | *1) TBE on the Year 1*  *2) TBE on the Year 1*  *3) TBE on the Year 1*  *4) 150 (2016, P. vaz Pinto, personal communication): baseline needs to be updated on the Year 1* | N/A | *1) >=baseline*  *2) >= baseline*  *3) >= baseline*  *4) >=170* | *1) >=baseline*  *2) >=baseline*  *3) >=baseline*  *4) >=200* | Wildlife surveys, notably the Giant Sable Antelope survey in 2022 and the upcoming medium and large fauna survey partially completed by ZSL in 2023. | **Not on target to be achieved** | Black Giant Sable survey conducted in 2022 although data has not been shared with the project and is sitting with the Office of the President of Angola. ZSL was not able to complete surveys for other flagship species due to permit issues at Maiombe NP. As such, nether baselines nor targets have been established. |
| **Indicator 3**: Area of wildlife habitat in the project areas, ha:  *1.Tropical Rain Forest:*  *2.Miombo Woodlands:* | *1) 196,275 ha (2017)*  *2) 929,191 ha (2017)* | N/A | *1) >=baseline*  *2) >=baseline* | *1) >=baseline*  *2) >=baseline* | No progress made towards this specific indicator. | **Not on target to be achieved** | Dependency on Indicator 2. |
| **Indicator 4:** Level of poaching in the project areas:  *1.Number of elephants poached annually in Maiombe NP:*  *2.Bushmeat is exposed for selling in/around:*  *a) Maiombe NP:*  *b)Luando SNR:*  *c)Luanda City:* | *1) >=1(Maiombe NP staff, pers. comm)*  *2a) Yes (Observations of PPG team in June and September)* 2018)  *2b) Yes*  *2c) Yes* | N/A | *1) 0*  *2a) No*  *2b) No*  *2c) No* | *1) 0*  *2a) No*  *2b) No*  *2c) No* | Engagements with relevant stakeholders initiated with presentation of the project at all levels (national, provincial, municipal, and local).   The project is working to finalize the National Strategy for Law Enforcement against Wildlife Crimes and update of the selected Legislation. These are in peer review stage. | **Not on target to be achieved** | Project has not systematically collected sufficient data yet on this indicator and INBC is still in the process of creating a mobile unit. Current data is ad hoc and sporadic.  Project is reporting on information that is disconnected from this indicator such as progress on National Strategy. |

### Progress towards outcomes analysis

### Analysis of Outcome 1

|  |  |
| --- | --- |
| ***Outcome 1:*** *Strengthened policy, legal and institutional framework to combat wildlife crime and manage wildlife, including HWC* | **Attainment of Outcome** |
| 1: HIGHLY UNSATISFACTORY (HU) |

1. Outcome 1 shows limited progress, as neither of its two impact indicators has met the mid-term targets. The first indicator, concerning INBC's capacity to control wildlife crime, has not been assessed since the UNDP Capacity Development Scorecard was not assessed by the MTR, despite repeated requests in the FY22 and FY23 PIRs. Similarly, the second indicator, on national capacity to combat wildlife crime, remains unmet as the PMU did not update the overall score using the ICCWC Indicator Framework.
2. While a draft National Wildlife Crime Enforcement Strategy has been developed (currently being peer-reviewed) and could serve as a critical roadmap to unite key stakeholders, the PMU needs to accelerate data collection using the appropriate tracking tools and frameworks outlined in the project’s Strategic Results Framework. The project must engage UNODC to support the ICCWC framework application.

Continuing risks, constraints and priorities:

1. Key co-financed studies have not materialized, underscoring the need to use GEF resources to develop a National Human-Wildlife Conflict Management Strategy given its criticality to the project scope and explicit linkage to the project objective.
2. There is consensus on the need to address gaps in the penal code to enhance fines and sentences, particularly under relevant articles. Additionally, the newly formed inter-agency task force requires stronger coordination for effective multi-agency collaboration.

**Table 11: Progress against Outcome 1 indicators**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Project Strategy** | **Indicator** | **Baseline Level** | **Level in 1st PIR (self- reported)** | **Midterm Target** | **End-of-project Target** | **Midterm Level & Assessment** | **Achievement Rating** | **Justification for Rating** |
| **Outcome 1:**  Strengthened policy, legal and institutional framework to combat wildlife crime and manage wildlife, including HWC | Indicator 5: Capacity of INBAC to control wildlife crime (UNDP Capacity scorecard, %): | *41%* | No significant change as compared to baseline status can be reported to date. | *>=48%* | *>=60%* | No progress as capacity building scorecard was not conducted per indicator requirement. | **Not on target to be achieved** | UNDP Capacity scorecard still needs to be conducted and score updated. |
| Indicator 6: National capacity to combat wildlife crime (ICCWC Indicator Framework Score: see Annex R. ICCWC Indicator Framework Report Angola 2018) | *28%* | No significant change as compared to baseline status can be reported to date. | *>=35%* | *>=45%* | No progress as ICCWC Indicator Framework not conducted per indicator requirement. | **Not on target to be achieved** | ICCWC Indicator Framework still needs to be conducted and score updated. |

### Analysis of Outcome 2

|  |  |
| --- | --- |
| ***Outcome 2:*** *Improved capacity of PAs and other law enforcement agencies in the project areas to reduce wildlife crime, manage HWC, and prevent habitat degradation* | **Attainment of Outcome** |
| 3: MODERATELY UNSATISFACTORY (MU) |

1. Outcome 2 includes three indicators that have remained practically unchanged or at least unaccounted for since the project’s inception, as confirmed by a review of core documentation, including the Inception Report, the FY2022 and FY2023 PIRs, and by the interviews conducted during the field mission.

1. Baselines were clearly defined for all three indicators. The first indicator is divided into two parts, with four indicators for each protected area (Maiombe and Luando), totaling eight sub-indicators. Data collection methods are clearly documented, although there is some duplication between usage of METT scores in Indicator 8, with the objective-level Indicator 1.

#### Achievements and Bright Spots

1. Key achievements so far have been the construction of Maiombe and Luando outposts – the latter being finalized at the moment of the MTR visit – to accommodate the staff that will be hired to work as park rangers. However, their use as well as the assignment of staff is dependent on formal ministry inauguration to start the activities. So far, 19 staff were hired for the Maiombe post, while 50 are currently prepared to start in Luando.

1. Some equipment has also been deployed to the Maiombe outpost. However, the project’s equipment, such as boats and motorbikes, were not all taken to the sites defined by the project. For instance, the boats that should have been transported by the Air Force to Cabinda are still waiting availability of the carrier; meanwhile, they were placed in the Quissama Park. The project cars are currently being used privately by the INBC, as decided by the Director, and the project logo was even removed from them, some four months ago (PMU, 11/6/2024). The PMU communicated the deviations to the UNDP 2-3 months ago. In response, the UNDP requested that the logo be reinstated.

1. At the local level, some coordination is being undertaken, which may contribute to improved operations and sustainability. For instance, in Luando, the province environment department is working with commune administrations, crime investigation police (SIC), the General Attorney (PGR) and the police in all 14 municipalities. They organize joint meetings and workshops. On June 5th, a provincial Forum on burnings has been held (Malanje environment department, 12/6/2024). Although still incipient, “there is already some reporting on illegal hunting of the black sable to the authorities by the population, as a result of the sensitization. In January 2024, 10 crimes have been punished” (Malanje environment department, 12/6/2024). The local guards report to the police, who in turn sends complaints to the PGR. Police and the provincial environmental departments have been working together on this.

Remaining Risks and Barriers to Achieving Outcome 2

1. Data on poaching, patrolling and seizures is not systematically collected. As a result of the project, this is expected to happen with the setting up and implementation of the operations system, which has not happened. A police unit of environmental protection was created, including in the municipal departments, but results in terms of wildlife patrolling, seizures or arrests are minor. In Malanje, for example, 70% of the apprehensions are of illegal charcoal production, while only 10% related to hunting (meeting with Malanje Police, 14/6/2024).

1. Among project activities that are not on track are community engagement and capacity building of park guards (*fiscais*) (Cangandala and Luando Administrator, 13/6/2024). Securing the staff for the two project sites and the foreseen activities is a challenge faced by the project. There is unclarity about how the Luando reserve is going to be managed: ‘so far, Quissama Foundation pays the salaries of the 22 community guards (AKZ 60,000-80,000, 15 days’ shifts) and has one person in charge of this management’ (Capunda Administration, 13/6/2024). ‘If these 22 are left unemployed, they will go hunting themselves; they know the region very well’ (Quissama Foundation, 13/6/2024). In Quissama Park, the staff substitution process was similar, with the Foundation management being replaced in 2012 by the INBC (Quissama Foundation, 13/6/2024). ‘The Foundation has a scientific vocation. The guards will be staff of the INBC, like what happened in Quissama. Likewise, 16 of the Cangandala staff are now already hired by the MINAMB/INBC’ (Cangandala and Luando Administrator, 13/6/2024).

1. Law enforcement in Angola and prosecution are a huge challenge. Even if a poacher is caught, it is very difficult to take him/her to court and be punished. ‘Even judges’ awareness of hunting/poaching is low’ (Quissama Foundation 11/6/2024). Capacities for law enforcement are not available in the two project sites. Project implementation allows identifying where the problem is but the achievement of the results foreseen by the project will require hiring staff, training and planning and implementation of patrolling and law enforcement operations. Beyond a clear ministerial support for the inception of activities at the outposts, mobilization of the staff to the implementation of the foreseen activities is dependent on government staff hiring.

1. Both monitoring activity data and compliance with the GEF’s M&E requirements need to be made available. The METT scoring (Annex D) has not been performed, and the PMU has not provided an explanation for this omission. Additionally, there is no system in place to monitor HEC in Maiombe. The PMU requires enhanced capacity not only for compliance with GEF reporting methodologies and tools but also for developing and implementing monitoring systems and tools. The UNDP can provide additional support to build capacity for GEF projects in general.
2. Outcome 2 is comprised of three impact indicators that assess the effectiveness of anti-poaching efforts and human-elephant conflict management in the project areas of Maiombe National Park and Luando Strict Nature Reserve.
3. The first indicator, which measures the annual effectiveness of anti-poaching activities, includes sub-indicators such as the number of staff available for anti-poaching, intensity of patrolling, and the number of wildlife and forest product seizures and arrests of offenders. Progress on this indicator is limited; while staff have been hired for Maiombe (19) and prepared for Luando (50), data collection on poaching, patrolling, and seizures remains unsystematic and dependent on the establishment of an operational system.

* **Indicator 7:** Annual effectiveness of anti-poaching in the Maiombe NP and Luando NP project areas:

**Table 12: Progress against indicator no. 7**

|  |  |  |  |
| --- | --- | --- | --- |
| **Park** | **Indicator** | **Mid-term target** | **Mid-term result** |
| Maiombe | a) total number of staff available for anti-poaching  b) intensity of patrolling (inspector/days/month)  c) annual number seizures of wildlife and forest products  d) annual number of arrests of wildlife and forest crime offenders | a) >=20  b) >=300  c) >=20  d) >=20 | a) 19  b) 450  c) no information  d) no data recorded |
| Luando | a) total number of staff available for anti-poaching  b) intensity of patrolling (inspector/days/month)  c) annual number seizures of wildlife and forest products  d) annual number of arrests of wildlife and forest crime offenders | a) >=14  b) >= 180 (We assume that two groups (6 rangers each) will patrol the Luando SNR for 15 days (at least 8 hours of patrolling per day) every month (or minimum 15 effective patrol man-days per month per ranger) (H. Jachmann, pers. comm.)  c) >=20  d) >=20 | a) no data – Quissama Foundation collects this information but does not share  b) no data  c) no data  d) no data |

**Source:** Project Document, PMU data, 18/6/2024.

1. The second indicator, the METT score (Management Effectiveness Tracking Tool), has not yet been assessed as required in Annex D of the project document.

* **Indicator 8:** METT score (see Annex D. BD GEF TT) – target for the mid-term period was set at >=45 for Maiombe and >=30 in Luando. At mid-term, the METT score was not done (PMU, 18/6/2024).

1. The third indicator, which tracks the percentage of mitigated or solved human-elephant conflicts annually in Maiombe NP, lacks a monitoring system. Key achievements include the near completion of ranger posts in both Maiombe and Luando, but further progress is hindered by delays in formal ministry inaugurations needed to initiate activities. Urgent actions are needed to establish effective data collection systems and monitoring frameworks to measure progress on these critical indicators.

* **Indicator 9:** % of mitigated/solved HEC annually (Maiombe NP) – the target set for the mid-term period was >= 30%. At mid-term, there is no data. An operational room to be created at INBC will be used to monitor this.

Continuing risks, constraints and priorities:

1. The lack of a systematic data collection and monitoring system for poaching, patrolling efforts, and wildlife crime seizures in Maiombe NP and Luando SNR poses a significant risk to evaluating and improving the effectiveness of anti-poaching strategies. Additionally, the absence of an operational framework for monitoring human-elephant conflicts further limits adaptive management and response measures.
2. The commencement of key anti-poaching and surveillance activities is currently dependent on the formal inauguration of completed ranger stations by the ministry, causing delays in fully mobilizing staff and resources. This dependency is a constraint that could continue to hinder timely project implementation.
3. Establishing a robust operations system for data collection on poaching, patrols, and wildlife crime, as well as conducting the required METT scoring, should be prioritized. Additionally, developing and implementing a framework for monitoring and mitigating human-elephant conflicts in Maiombe NP is critical to achieving project targets under Outcome 2.

**Table 13: Progress against Outcome 2 indicators**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Project Strategy** | **Indicator** | **Baseline Level** | **Level in 1st PIR (self- reported)** | **Midterm Target** | **End-of-project Target** | **Midterm Level & Assessment** | **Achievement Rating** | **Justification for Rating** |
| **Outcome 2:**  Strengthened capacity of PAs and other law enforcement agencies in the project areas to reduce wildlife crime, manage HWC, and prevent habitat degradation | Indicator 7: Annual effectiveness of anti-poaching in the project areas:  1. Maiombe NP:  a) total number of staff available for anti-poaching:  b) intensity of patrolling (inspector/days/month):  c) annual number seizures of wildlife and forest products:  d) annual number of arrests of wildlife and forest crime offenders:  2.Luando SNR:  a) total number of staff available for anti-poaching:  b) intensity of patrolling (ranger/days/month):  c) annual number seizures of wildlife and forest products:  d) annual number of arrests of wildlife and forest crime offenders: | *1a) 12(2018)*  *1b) 216 (Each ranger in the Maiombe NP works 21 days after 21 days of rest (~18 days/month): 12 rangers\*18 days/month = 216 ranger/day/month)*  *1c) 3-5 (Maiombe NP staff, pers.comm*  *1d) 9-10 (in 2013-2018 47 offenders were arrested in the Park)*  *2a) 0 (2018)*  *2b) 0(2017)*  *2c) 0(2017)*  *2d) 0(2017)* | 1. Maiombe NP  a) 18 staff in effective service (4 F and 14M) and expect to receive another 100 to cover the entire NP.  b) Between 18 to 20 patrols days/monthly  c) no updated info/data (to be monitored for the upcoming reporting period).  d) 5 individuals caught in illegal logging of timber (all men) and 40 wooden boards were seized.  2. Luando SNR  a) 21 staff in effective service and expect to receive additional 31.  b) no data/info for this reporting period.  c) no data/info for this reporting period.  d) no data/info for this reporting period.  The project was launched in these 2 PAs and is currently working with the PA management structures to ensure that specific project set of indicators get necessary attention on the Parks data collection activities, as well as support effective implementation of Parks approved management plans. | *1a) >=20*  *1b) >=300*  *1c) >=20*  *1d) >=20*  *2a) >=14*  *2b) >= 180 (We assume that two groups (6 rangers each) will patrol the Luando SNR for 15 days (at least 8 hours of patrolling per day) each every month (or minimum 15 effective patrol man-days per month per ranger) (H. Jachmann, pers. comm.))*  *2c) >=20*  *2d) >=20* | *1a) >=30*  *1b) >=450*  *1c) >=50*  *1d) >=50*  *2a) >=30*  *2b) >= 450 (We assume that at least 5 groups (6 rangers each) will patrol the Luando SNR for 15 days (at least 8 hours of patrolling per day) each every month (or minimum 15 effective patrol man-days per month per ranger) (H. Jachmann, pers. comm.))*  *2c) >=50*  *2d) >=50* | * So far, 19 staff were hired for the Maiombe post, while 50 are currently prepared to start in Luando; * Some coordination is being undertaken, which may contribute to improved operations and sustainability. In Luando, the province environment department is working with commune administrations, crime investigation police (SIC), the General Attorney (PGR) and the police in all 14 municipalities; * In January 2024, 10 crimes have been punished (Malanje environment department, 12/6/2024) | **Not on target to be achieved** | Project is not systematically collecting the data that it needs to. This needs to be defined as part of the forthcoming management plans and park data collection activities. |
| Indicator 8: METT score (see Annex D. BD GEF TT):  1. Maiombe NP:  2. Luando SNR: | *35*  *20* | No change from baseline | *>=45*  *>=30* | *>=55*  *>=40* | METT not updated. | **Not on target to be achieved** | No updated METT information. |
| Indicator 9: % of mitigated/solved HEC annually (Maiombe NP): | *0% (out of at least 6 cases annually in Maiombe NP)* | No change from baseline | *>= 30%* | *>= 50%* | No agreed approach to collect this information. | **Not on target to be achieved** | No reliable data on % of mitigated / solved HEC annually (Maiombe NP): |

### Analysis of Outcome 3

|  |  |
| --- | --- |
| ***Outcome 3****: Increased involvement of local communities in the project areas in wildlife, habitat, and PA management* | **Attainment of Outcome** |
| 2: UNSATISFACTORY (U) |

1. Outcome 3 consists of three impact indicators related to sustainable resource management, deforestation rates, and wildfire frequency in project areas. The first indicator, which tracks the number of people (disaggregated by gender) practicing sustainable forest management (SFM), sustainable land management (SLM), community-based natural resource management (CBNRM), or participating in protected area (PA) management, is off track due to delays in community engagement pilot projects.
2. The second indicator, measuring the deforestation rate in the project areas (ha/year), has not met its mid-term target, with progress depending on the establishment of an operations and command center within INBC equipped with GIS and technological capabilities.
3. The third indicator, concerning the frequency of wildfires in Luando SNR, is also off track and faces similar dependency on the proposed operations center at INBC.

Continuing risks:

1. A significant risk is the lack of engagement with local community partners and NGOs who were originally intended to lead community engagement efforts. The PMU has not effectively played its convening and coordinating role, often taking on activities independently rather than collaborating with partners identified in the Project Document. This has resulted in missed opportunities to leverage local knowledge and resources.
2. Although some awareness campaigns have been undertaken, the project is not sufficiently integrated with key partner campaigns in Malanje, largely due to inadequate communication and information sharing from INBC. This disconnect hinders broader impact and effectiveness.
3. There is an urgent need to actively engage local, trusted community partners and NGOs to develop and implement firm proposals for income-generating livelihood projects. Establishing the operations and command center at INBC with the necessary GIS and technological capacity is also a priority to monitor deforestation and wildfires effectively and to get back on track with mid-term targets for all three indicators under Outcome 3.

***Table 14: Progress against Outcome 3 indicators***

| **Project Strategy** | **Indicator** | **Baseline Level** | **Level in 1st PIR (self- reported)** | **Midterm Target** | **End-of-project Target** | **Midterm Level & Assessment** | **Achievement Rating** | **Justification for Rating** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Outcome 3:**  Increased involvement of local communities in the project areas in wildlife, habitat, and PA management nationally and internationally | Indicator 10: 1. Total number of people (F/M) practicing SFM, SLM, CBNRM and/or participating in the PA management:  a) Maiombe NP:  b) Luando SNR:  2. Total area (ha) under community-based SFM, SLM, and CBNRM:  a)Maiombe NP:  b)Luando SNR: | *1a) 0 (2018)*  *1b) 0 (2018)*  *2a) 0 (2018)*  *2b) 0 (2018)* | No changes compared to baseline level as the project just finalized its inception phase. As part of planned project interventions, an individual consultant is currently conducting project Environmental and Social Impact Assessment and develop an Environmental Management Plan. This instrument will be important to guide project interventions at local level. On the other hand, the PMU and INBC are currently finalizing development of ToRs to procure contractual services to support the design national awareness campaigns on illegal wildlife problems in Angola. | *1a) >= 1,000 (50% are females)*  *1b) >= 1,000 (50% are females)*  *2a) >= 5,000*  *2b) >= 5,000* | *1a) >=3,000 (50% are females) (Our assumption based on the previous experience of ADPP and FAO on sustainable livelihood of local communities in Angola (at least 50-60% of 5,000-6,000 people in Maiombe NP and Luando SNR the project will train under Output 3.1))*  *1b) >=3,000 (50% are females)*  *2a) >=10,000*  *2b) >= 10,000*  *(Our assumption (at least 5% of the Maiombe NP and 1% of Luando SNR))* | No visible progress based on observations of MTR consultant team. Pilot projects have not taken off an only superficial socialization and meetings have taken place to date. | **Not on target to be achieved** | Off track due to delays in community engagement pilot projects. |
| Indicator 11: Deforestation rate in the project areas, ha/ year:  a) Maiombe NP:  b) Luando SNR: | *a)718 ha/year*  *b)1,800 ha/year* | No relevant data/info collected yet on this indicator. The project is currently supporting these PAs in strengthening theirs monitoring systems, while enforcing their capacity to combat illegal activities in the parks. | *a)<=350 ha/year*  *b)<= 900 ha/year* | *a)0 ha/year*  *b)0 ha/year* | The national management authority responsible for PAs has not yet established the required capabilities to consistently monitor deforestation rates. This deficiency in capacity exists both at the national management level and within the individual PA sites. | **Not on target to be achieved** | Has not met its mid-term target, with progress depending on the establishment of an operations and command center within INBC equipped with GIS and technological capabilities. |
| Indicator 12: Frequency of wild fires in in Luando SNR (number of incidents/year, NASA Fire Information for Resource Management System (FIRMS) 2018. MODIS NRT active fire products (MCD14DL) for Angola 2017 processed using the standard MOD14/MYD14 Fire and Thermal Anomalies product[[32]](#footnote-33)): | *5,023* | No updated data yet. PMU is working closely with Park management to initiate monitoring of wildfires in Luando SNR. | *<=3,500* | *<= 2,500* | Target off-track as there is still lack of data/information in relation to this indicator. As of now, no pertinent data or information has been gathered. The project's ongoing efforts involve assisting these Protected Areas (PAs) in enhancing their monitoring systems, including wildfires monitoring / recording. Concurrently, the project is working to enhance the PAs' capabilities to effectively address and counteract illegal activities within the project targeted PAs. | **Not on target to be achieved** | Progress on this indicator faces similar dependency on the proposed operations center at INBC. |

### Analysis of Outcome 4

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| ***Outcome 4****: Lessons learned by the project, including gender mainstreaming, through participatory M&E are used to fight poaching and IWT nationally and internationally* | **Attainment of Outcome** |
| 3: MODERATELY UNSATISFACTORY (MU) |

1. Outcome 4 focuses on capturing lessons learned, promoting gender inclusivity, and tracking the number of direct beneficiaries involved in project activities. The first indicator, which measures the number of lessons on anti-poaching and community-based natural resource management learned by the project and applied in other national and international projects, has made limited progress. While the Project Management Unit has collected lessons, there is no system to assess or promote their use in other projects.
2. The second indicator tracks the percentage of women among project participants, and while gender-disaggregated data is regularly collected and reported, it is unclear how effectively this is being used to influence project activities and outcomes. For instance, project stated objectives of stimulating women staffing at parks is not being actively pursued.
3. The third indicator, which counts the total number of direct project beneficiaries (disaggregated by gender), is being monitored, but further clarity is needed on the impacts on these beneficiaries.

Remaining Risks and Barriers to Achieving Outcome 4

1. A significant risk is the lack of a systematic approach to leveraging and disseminating lessons learned from the project to inform other national and international initiatives. Without a mechanism to assess the application of these lessons, the potential impact of knowledge sharing is greatly diminished.
2. Although the project regularly collects gender-disaggregated data, there is no clear evidence that this data is being effectively used to guide policy, training, or community engagement activities. This limits the project's ability to enhance gender inclusivity and address specific needs.

Developing a framework or system to track and promote the use of lessons learned from anti-poaching and CBNRM efforts in other projects should be a priority. Additionally, the project should ensure that gender-disaggregated data is not only collected but also strategically used to shape future project activities and policies to enhance gender equity and inclusivity.

1. Overall, the progress towards achieving Outcome 4 is considered moderately unsatisfactory by the MTR consultant team. While two out of three output-level indicators have been achieved / partially achieved, the MTR sees the following risks, obstacles and/or barriers to achieving Outcome 4:

* Monitoring and evaluation procedures not being fully in place
* Feedback not being provided to project stakeholders on progress.

1. The Steering Committee, previously led by another state-secretary, was meeting as planned but has not met since 2022 (met once in 2021, twice in 2022). One meeting has been requested for 2024. The Technical Committee (UNDP, PMU and INBC) met twice a month in 2023 (led by the previous UNDP staff) and once in 2024 to revise UNDP’s changes in procedures for project implementation. Government changes have been pointed out as the reason for the reduced number of meetings. Project reporting is focused on financials. There are no minutes of technical meetings. For example, the PGR has made in 2022 some recommendations to the INBC in a workshop about the creation of an environmental unit at the PGR and in courts but received no feedback.
2. Assessment of the number of direct project beneficiaries (m/f) is not yet done as communities are not effectively involved in the project activities. Community engagement, foreseen in the project, is one of the biggest weaknesses, both in Luando and in Cabinda. It has been tried but with no success.

1. Both data for monitoring activities and results and compliances with the M&E requirements within the GEF need to be made available. This includes using the GEF tools and guidelines – including the METT scoring, or the foreseen reporting on the implementation of the Gender Strategy. The reports produced by the project are not harmonised and although they have references to project outputs, the contents are not always directly related, and the indicators are not mentioned or assessed.

**Summary of reporting for the project Outputs**

**Table 15: Summary of progress against Outcome 4 Outputs**

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| --- | --- | --- | --- |
|  | **2021[[33]](#footnote-34)** | **2022[[34]](#footnote-35)** | **2023[[35]](#footnote-36)** |
| **Output 4.1.** Participatory project monitoring, evaluation and learning framework is developed and implemented | -- | -- | The Gender Strategy ToR was inserted into other instruments to be developed within the scope of the project.  Participation in the Protected Areas Congress (APAC) held in Kigali, Rwanda from July 18 to 23, 2022.  Participation in the Conference of the Parties to the Biodiversity Convention, which took place in Montreal, Canada from December 7 to 19, 2022.  Participation in the Council of Ministers of Member Countries of the Elephant Protection Initiative. |
| **Output 4.2.** Lessons learned from the project are shared with national and international conservation programmes, including GWP | ­­-- | -- |
| **Output 4.3.** Gender strategy developed and used to guide project implementation, monitoring and reporting | ToR for the project’s Gender Mainstreaming Strategy is completed[[36]](#footnote-37) | ToR for the project’s Gender Mainstreaming Strategy is completed  Additional reporting on participation of the PMU in conferences and congresses. |

***Table 16: Progress against Outcome 4 indicators***

| **Project Strategy** | **Indicator** | **Baseline Level** | **Level in 1st PIR (self- reported)** | **Midterm Target** | **End-of-project Target** | **Midterm Level & Assessment** | **Achievement Rating** | **Justification for Rating** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Outcome 4:**  Lessons learned by the project, including gender mainstreaming, through participatory M&E are used to fight poaching and IWT nationally and internationally | Indicator 13: Number of the lessons on anti-poaching and CBNRM learned by the project that used in other national and international projects | *0* | Collecting relevant data on illegal wildlife crime activities in Maiombe NP and Luando SNR, identify other threats and barriers for implementation of parks management plans, and clarifying on the major contributions the project will be delivering to the targeted PAs has been initiated. | *>= 2* | *>= 5* | A consistent approach to collecting critical data and information, essential for documenting lessons learned in both anti-poaching efforts and Community-Based Natural Resource Management (CBNRM), remains lacking. | **On target to be achieved** | The first indicator, which measures the number of lessons on anti-poaching and community-based natural resource management learned by the project and applied in other national and international projects, has made limited progress. While the Project Management Unit has collected lessons, there is no system to assess or promote their use in other projects. |
| Indicator 14: % of women among the project participants (relative number of women directly involved in the project activities, e.g., policy and legislation review, law enforcement trainings, CBNRM and alternative livelihood activities, and environmental education programmes) | *0* | The project is still at early stage of its implementation, the individual and focus group consultations carried out at the Maiombe NP and Luando SNR were attended by both men and women. | *>=30%* | *>=50%* | Target on track. The project has successfully documented the engagement of women as participants, particularly in activities related to policy and legislation review, as well as law enforcement initiatives. | **Achieved** | Gender-disaggregated data is regularly collected and reported, it is unclear how effectively this is being used to influence project activities and outcomes. For instance, project stated objectives of stimulating women staffing at parks is not being actively pursued.  Going forward, the level of women's participation will significantly hinge upon Community-Based Natural Resource Management (CBNRM), alternative livelihood activities, and environmental education programs are adequately documented. |
| Indicator 15: Total number of direct project beneficiaries (m/f): | *0* | The project is still at its early stage of implementation and comprehensive data on the direct project beneficiaries is currently being collected by INBC, PMU and beneficiary Parks of Maiombe NP and Luando SNR. The PMU will be able to provide concrete information on the project beneficiaries starting from January 2023 once key project interventions are initiated in the two selected PAs. | *>= 4,000 ((at least 40% are women)* | *>=10,490 (at least 40% are women) (Includes ~10,000 local people of selected communities in Maiombe NP and Luando SNR (Outputs 3.1-3.2); at least 240 law enforcement officers of ECU, Customs, Border Police, prosecutors and judiciary receiving training and equipment under Output 1.2; and at least 250 PA rangers trained and equipped under Outputs 1.3, 2.1 and 2.2.)* | The total number of direct project beneficiaries (disaggregated by gender), is being monitored, but further clarity is needed on the impacts on these beneficiaries. | **On target to be achieved** | The project has encountered challenges in consistently documenting the precise count of direct beneficiaries. The process of data collection is currently in progress, |

1. UNDP role on supervision and oversight needs to be re-assessed and reinforced to provide the needed guidance and capacity to follow the M&E requirements and report based on project Outputs and Indicators.

## **C. Project Implementation and Adaptive Management**

### Overall Analysis of Project Implementation and Adaptive Management

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| --- | --- |
| ***Project Implementation & Adaptive Management*** | **Rating** |
|  | 3: MODERATELY UNSATISFACTORY (MU) |

1. The 7 benchmarks of implementation below were evaluated. The Project overall, since its outset in July 2021 following its inception workshop, has been moderately unsatisfactory due to multiple false starts, sub-optimal management arrangements, excessive bureaucracy and insufficient progress and financial expenditure.

### Management arrangements

1. The project is implemented under the National Implementation Modality (NIM), with the Project Management Unit (PMU) fully embedded within INBC. However, this arrangement has significantly constrained the PMU's autonomy, forcing it to navigate strict bureaucratic procedures that consume time and resources, and delaying the operationalization of project activities. Many planned activities have been repeatedly deferred from one Annual Work Plan (AWP) to the next, with limited adaptive management measures taken, raising concerns about the feasibility of achieving the project’s main results. Institutional instability within INBC, including frequent leadership changes—two ministers and three Director Generals over the project’s duration—has further disrupted project delivery, putting the project on hold during transitions. The PMU itself is lean, with only four staff members, placing a heavy burden on two senior staff. While technically experienced, the PMU is not empowered to make decisions independent of the Implementing Partner and ought to have a stronger pulse on the strategy underpinning each output and activity, the dependencies between them and how they roll up to deliver core objectives. The team deserves credit for its tenacity and patience in dealing with bureaucratic hurdles but would benefit from having a more hands-on manager or "fixer" type to streamline activities and ensure timely implementation. The most notable elements of adaptive management are the reassessment of risks, and the use of online training to compensate for COVID-19 restrictions and delays caused.
2. To note: It is concerning that the current Director General is treating the project budget as an extension of the overall INBC organizational budget, reallocating project assets—such as a boat—to areas outside the designated project target and using project vehicles for personal purposes, forcing PMU staff to use their personal or family vehicles for official project business. Furthermore, there have been instances of insisting that the project budget be diverted towards personal legacy projects, such as a chimpanzee rehabilitation center, rather than focusing on the outputs and priorities clearly articulated in the project document. Such actions are unacceptable and require immediate escalation and attention to ensure proper governance, accountability, and adherence to the project's intended objectives.

### Work planning

1. Evidence suggests that consultations conducted as part of the 2021 Annual Work Plan have been collaborative and consistent with standard practice but have had to go through multiple revisions to accommodate feedback from the IP. The MTR has surfaced activities and indicators for which there is no clear plan signaling the absence of a coherent strategy and how the results hierarchy is intended to deliver the core objectives. Work planning for the project is a lengthy and overly bureaucratic process. Despite planning and budgeting efforts by the PMU, approvals frequently extend into subsequent fiscal years. The Director General of INBC often alters the plans based on personal priorities rather than adhering to the project document's scope. As a result, by the time work plans and budgets are finally approved, the project has already lost valuable time, burning through two quarters of the implementation period. The Project is simply spending too much time on procedural matters as opposed to delivery. The PMU deserves credit for taking a strategic decision to construct a ranger station in Luando Strict Nature Reserve as opposed to leveraging facilities at the Environmental Polytechnic Institute (Wildlife School) in Menongue. This solid example of adaptive management, while a significant deviation from the Project Document, has proven to be one of the most significant achievements of the project to date.

### Finance and co-finance

1. Despite multiple requests, financial information has not been made available to the MTR consultants, including crucial documents CDRs, up-to-date financial statements and the PIR for FY2024. As of the latest progress report and data from October 2023, the financial delivery stands at USD 1,611,198.80 against the total GEF allocation of USD 4,103,800, reflecting a delivery rate of approximately 39%. This expenditure is disproportionately high for the level of progress observed. A financial audit was completed in March 2023 by Lochan & Co. Additionally, co-financing contributions are not systematically calculated or reported, though the MTR team did observe instances where in-kind co-financing was being deployed in project activities.

***Project-level monitoring and evaluation***

1. A range of project-level M&E mechanisms, such as the HACT Assurance Activity Report and NIM audit report, have been employed; however, the project's monitoring and evaluation efforts remain weak, with key baselines missing from the Strategic Results Framework (SRF). According to the Project Document (page 78), US$ 154,790 is allocated for M&E, which represents a healthy 3.77% of the total budget—above the standard 3%. There is a need for upfront investment and greater ownership by the PMU to adhere to the M&E plan and the requirements outlined in the SRF. A dedicated M&E Officer or M&E training may be needed to address the unresolved elements, including the Capacity Development Scorecard, baseline studies of flagship species, the ICCWC Indicator Framework, and the METT. The use of various tracking tools and templates must be improved upon. Additionally, there needs to be clearer communication to stakeholders about what data needs to be monitored and its purpose, as there are instances of inconsistent understanding of data collection rationale. Furthermore, Steering Committee meetings have been infrequent, having only occurred three times, with none taking place in 2023 or to date in 2024.

### Stakeholder engagement

1. Stakeholder engagement in the Angola project has been notably poor, particularly in terms of collaboration with potential partners identified in the Project Document. The Project Management Unit (PMU) is extending itself unnecessarily by taking on more responsibilities than needed, rather than effectively coordinating the work of partners for each Component. Engagement with state agencies such as INBC has been weak, with a lack of urgency and an apparent preference for maintaining the status quo rather than seizing opportunities for "quick wins" in project implementation. While engagement with academic, research, and training institutions shows slightly better ownership, the absence of confirmation of participation in the project from some stakeholders as well as lacking coordinated efforts across stakeholders remains concerning.
2. Community engagement is fragmented and lacks a cohesive strategy to build and demonstrate scalable models for sustainable wildlife and natural resource management. Although some NGOs have conducted small-scale capacity-building efforts and facilitated relationships with local communities in the targeted landscapes, these initiatives are not well integrated or aligned with the overall project strategy. As a result, the potential for greater community ownership, which is essential for effective management, patrolling, and enforcement, is not being fully realized. There is a need to better articulate and showcase these efforts to encourage stronger stakeholder buy-in and align them more effectively with the project’s management plans and objectives.

### Social and Environmental Standards (Safeguards)

1. The Social and Environmental Screening Procedure (SESP) identified a number of risks; these included the following:

* **Risk 1.** The project could lead to violation of human rights of local communities via increased law enforcement without appropriate training, inappropriate management planning for target PAs, and limited ability of local communities to file grievances.
* **Risk 2.** The project could lead to women discrimination via support of traditionally male-dominated activities such as law enforcement and natural resource management.
* **Risk 3.** Project activities will occur within environmentally sensitive areas, posing insignificant potential risk to sensitive habitats and species if not designed and undertaken appropriately.
* **Risk 4.** Climate change consequences could potentially affect population of endangered species in the project areas (forest elephant, gorilla, chimpanzee, and black giant sable) via increasing frequency of wildlife epidemics and forest fires, and changing rain patterns.
* **Risk 5.** The project could impose a potential risk to health and safety of individuals involved in poaching and illegal wildlife trade in the project areas via increased level of law enforcement by poorly trained law enforcement staff
* **Risk 6.** The project can potentially lead to economic displacement of local communities in the project areas via increased law enforcement and limited agricultural activities as well as potential restrictions on natural resource consumption in Miombo NP and Luando SNR.

1. Collectively, these risks triggered the following principles and standards:

* **Principles 1:** Human Rights
* **Principle 2:** Gender Equality and Women’s Empowerment
* **Principle 3:** Environmental Sustainability Standard
* **Standard 5:** Displacement and Resettlement

1. There is no sign that the SESP were updated prior to the MTR. Risks are monitored through the PIR. No change has been observed.
2. The MTR consultant team has also observed no progress against the SES architecture, despite repeated requests to do so in both the FY22 and FY 23 PIRs. It appears as though the PMU is ill-equipped to address SES requirements in a meaningful manner. It is imperative to remediate this, especially before engagement with and start of the community projects.

### Reporting

1. Project reporting has been inconsistent and lacks a systematic approach, which undermines the ability to accurately assess progress toward the overall objective and the four corresponding outputs. Although three Project PIRs have been developed, core progress reporting suffers from issues within the SRF, where baselines and targets are missing or poorly defined. Contributions to these reports have not been methodical, leading to confusion about the status of certain outputs and resulting in vague descriptions that do not accurately reflect what is transpiring on the ground. Adaptive management responses, while present, are only partially documented, further complicating efforts to align project activities with the desired outcomes. The PMU is not heading action items and corrective measures highlighted in the PIR. To improve reporting quality and clarity, it is crucial to address the SRF’s shortcomings and the institutionalization and use of the GEF tracking tools and templates, ensuring that progress is clearly communicated, and adaptive management is more effectively implemented.

### Communications & Knowledge Management

1. While internal communications among project personnel, as well as communications between project personnel and key stakeholders for project planning purposes have generally been effective and make use of digital channels, the poor division of work and convoluted organizational structure is contributing to activities being carried out in a vacuum. The Project is beginning to engage in a robust program for external communications, anchored to a communication plan. At the time of the MTR, there has little if any results on knowledge management, given the slow project delivery rate. The delay in providing documents to the MTR consultant team warrants remediation and investment in a knowledge management system or easily sharable document repository.

## **D. Sustainability**

### Analysis of Sustainability

|  |  |
| --- | --- |
| ***Sustainability*** | **Rating** |
| 2: MODERATELY UNLIKELY (MU) |

1. The MTR consultant believes the Project first and foremost has a delivery problem that needs fixing. With that said, with little more than “a possible” two years of operations remaining and an uncertain future on whether it can meet the necessary triggers set by the MTR for mid- and end- of 2022, it is prudent to start contemplating an exit strategy and gradual transition.
2. This rating takes into account the efforts by the INBC to propose a country-owned strategy that can ensure medium-term benefits despite the flawed outsourcing model that is unlikely to increase State level capacity to execute the IWT or strengthen institutional and operational structures. It also reflects the lack of coherence between the different strands of the Project and the dependencies that are intended to have a multiplier effect. It considers the delays that have characterized implementation can reduce the level of ownership of project actions and therefore negatively affect their sustainability. Finally, it is cognizant this Project is part and parcel of a broader national effort in the INBC that will endure due to institutional structures and via national policy.
3. Certain aspects of the Project’s strategy have the potential to prove out models that increase the likelihood of being sustained after project-end but require careful attention and nurturing for them to stand a chance at becoming a legacy under the IWT. These include community livelihood investments and the socio-economic assessment on which it ought to be grounded, the training and contracting of park/reserve staff, and awareness raising at local, province and national levels. There are nevertheless risks to sustainability that exist, and these are moderate overall. The Project will therefore need to develop a full-fledged exit strategy to address them and to also ensure that the services it has provided to its different stakeholders will be continued once the project is over. It should also be noted that the risks that exist at mid-term may change over the remainder of the Project’s duration, and the exit strategy should be modified accordingly.

#### Financial Sustainability

1. Financial risks to sustainability are moderate, as equipment and vehicles foreseen to be used in project activities have been diverted to other activities and parks/reserves. More importantly, significant funding from project partners who had committed resources to the project has never been activated or made available, and there is no confirmation of partners withdrawing from the project either. Works paid by the project – such as assessments, studies – are of very low quality and in case they need to be re-done, available funds may not be sufficient.

#### Institutional and Governance Sustainability

1. Institutional framework and governance risks to sustainability are significant as existing governance mechanisms within the INBC are insufficient to give the project the attention it requires. Regular meetings or communication between the PMU and the INBC are insufficient. Communication of the PMU with implementing partners and co-funders is practically non-existent. Governance risks are substantial for landscape management plans, as these will possibly not be established with cross-sectoral governance mechanisms and therefore will not be in the position to tackle important drivers of wildlife trading and human-animal conflict. Community-based activities and community engagement also bear substantial governance risks as these are currently not yet established and resistance on the part of the communities in project areas has been referred to during field visits. This may change, however, in the coming months if additional efforts to improve internal (PMU/INBC) communication are made and capacities to work with communities are hired and deployed.

#### Socio-Economic Sustainability

1. Socio-economic risks to sustainability are significant in terms of strong and continued political support towards project objectives and achievements as results are not there yet. On the other hand, they are substantial due to insufficient mainstreaming of broader development objectives, such as gender and community development and indigenous issues. Another risk is that the local communities supposed to be engaged in sustainable income-generating schemes have not been so, and resistance to participating in the project has been often referred to.

#### Environmental Risks to Sustainability

1. Environmental risks to sustainability are minimal as the Project is putting emphasis on environmental sustainability through the protection of wildlife, the use of sustainable livelihood alternatives for communities, and planning efforts. Risks from climate change are negligible at best in the near term assuming the Project makes it to operational closure at the end of 2025.

# IV. LESSONS LEARNED, RECOMMENDATIONS, AND CONCLUSION

## **A.** **Lessons Learned**

The MTR consultant team finds the following emerging and relevant lessons gleaned from the review of the documents, consultations with the project stakeholders and from direct observation in the field:

**Emerging lesson 1 - Stronger Alignment at Design:** Project targets must be realistic and achievable within the management team's sphere of influence to prevent setting unrealistic expectations. Projects need flexibility to revise outcomes and outputs that are clearly unachievable.

**Emerging lesson 2 - Continuity in Leadership and Resourcing:** Frequent changes in leadership and key personnel can negatively impact.

**Emerging lesson 3 - Empowered Project Teams:** NIM projects must be country-owned and led. Project teams need the authority to make decisions, learn from mistakes, and adapt strategies as necessary. Clear escalation channels should be established to facilitate rapid decision-making.

**Emerging lesson 4 - Focus on Administrative Efficiency:** Overemphasis on procurement and administrative processes can derail project delivery. Procedures need to be anticipated, streamlined and fixed from the beginning to avoid unnecessary delays.

**Emerging lesson 5 - Upfront Training and Readiness:** Implementing agencies should prioritize readiness training in project management, reporting, financial requirements, gender integration, and community engagement to ensure stakeholders are prepared from the outset.

## **B. Recommendations**

1. The MTR had recommended **16 corrective** actions (of which 13 are Immediate Priority), and **3 Medium priority** actions to be considered by the IWT project. These are organized by areas: a) Ensuring more impactful results, b) Accelerate implementation, and c) Improve governance system.

***Ensuring more impactful results***

1. **Recommendation 1:** Convene a post-MTR workshop with the objective of re-injecting momentum into the project, review and confirm participating stakeholders, clarify roles, secure missing baseline data, and undertake joint planning.
2. **Recommendation 2:** The project must adopt a holistic, integrated, and participatory strategy for planning and managing its two target areas—Maiombe National Park and Luando Strict Nature Reserve—to move away from the current fragmented approach. For the management of these landscapes to be sustainable, efforts must simultaneously focus on ecosystem conservation, effective enforcement of wildlife and forestry laws, and the enhancement of local livelihoods, as these elements are deeply interconnected. The project, and specifically the PMU, must internalize that it cannot achieve these objectives in isolation; it lacks the comprehensive capacity, expertise, and financial resources required. Therefore, it must actively seek out the requisite skill sets, collaborate and form strategic partnerships with other stakeholders, including local communities, NGOs, and government agencies. A fundamental challenge lies in fostering multi-sectoral cooperation to work towards a shared vision and achieve consensus on sustainable landscape management and conservation goals.
3. **Recommendation 3:** The SRF in the Project Document has remained consistent since CEO Endorsement and did not change during the project’s inception workshop. However, further work is required to address some outstanding baselines and targets, focus efforts on high-value / high-impact areas of the SRF, and strengthen linkages to the Global Wildlife Program (GWP). The Adaptive Management Advisory Panel (see recommendation no. 12) should review these, and any other proposed changes, and their recommendations submitted to the next PSC meeting for final adoption.
4. **Recommendation 4:** Any assets purchased with GEF funds must be solely used for project business. Any assets that have been relocated or have not reached their final destination within the project landscape must do so immediately. Project vehicles are for project business only and not other priorities of INBC.
5. **Recommendation 5:** The PMU must be enabled and empowered to take decisions. The level of administration and bureaucracy for approval for mundane tasks is constraining the project from reaching its full delivery potential and causing morale issues. It is recommended to develop SLAs for different requests after which the PMU can proceed and to establish a delegation of authority to undertake activities that are in-scope and anchored to the Project Document.
6. **Recommendation 6:** The Project Document is the blueprint and roadmap for priorities. Pet projects like a chimpanzee rescue and rehabilitation centre, while important in the context of broader issues related to the pet trade, is not in scope for the project.
7. **Recommendation 7:** The PMU needs to ensure that it manages the project and therefore, it is important that it accounts for, prepares and plans in advance for any essential administrative measures.
8. **Emerging lesson 8 - Availability of Documentation:** The PMU must have access to all documents attached to the project document immediately upon completion of its contracting.

***Accelerate implementation***

1. **Recommendation 8:** Ensure that the project's safeguards architecture is completed and compliant with the UNDP SES Policy (including revision of SEP) and that implementation is carefully monitored – training on the UNDP SES Policy and support can be requested from the SES focal point in the Regional Bureau with support from the NCE safeguards team if required. Bring on a seasoned and experienced consultant to redo the documentation. Similarly, gender remains an area where more can be done, especially as the community projects get off the ground. The project should be cognizant with respect to being more inclusive to vulnerable groups including the elderly and disabled.
2. **Recommendation 9:** Ensure that FPIC procedures are established before any community livelihood projects are implemented. Similar to the above, bring on a seasoned and experienced safeguards consultant to assist if needed.
3. **Recommendation 10:** The PIR reflects a huge gap in availability of quality data for monitoring and reporting on all indicators. The project needs to engage the services of an M&E expert to support with designing data collection tools, training of partners on use of the tools and analysis. It also needs to hire an M&E project coordinator who supports the PMU.

***Improve governance system***

1. **Recommendation 11:** While the project could use additional time and probably has sufficient budget for an extension due to its underspend, it has not earned it. In principle, the project should be extended but it must first:

* Demonstrate that it is capable of delivering key outcomes in a sustainable manner and having successfully demonstrated at least one high impact win under each outcome.
* An Adaptive Management Advisory Panel shall propose realistic milestone-based conditions for an extension request for each year.
* The project will then need to apply for a no cost extension in order to ‘buy’ more time in which to disburse the GEF grant in a sustainable, ‘value for money’ manner that maximizes capacity building opportunities, rather than paying third parties to deliver the results rapidly without investing in building capacity.

1. **Recommendation 12:** The current governance structure of the project needs to be re-aligned with Project Document specifications, adapted to the present context and strengthened as follows:

* Review and adopt the revised ToR for the Project Steering Committee / Board (see Annex X). Initiate PSC meetings twice annually for the remainder of the Project. The first should gauge and take stock of progress on the previous year’s AWP and help remove barriers / obstacles to implementation, while the latter should approve the following year’s AWP. Additional extraordinary sittings of the PSC may be necessary as key issues and risks emerge, but these can be handled virtually or electronically.
* Strengthen the PSC / Board by elevating the importance of the Technical Committee, whose chairperson (not to be affiliated with the Implementing Partner) will sit on the PSC with observer status.
* An Independent Adaptive Management Advisory Panel to be established with immediate effect to advise PSC and provide PMU with a sounding board for the MTR and Adaptive Management Action Plan and its implementation. The Adaptive Management Advisory Panel, set up to: (i) provide inputs to and review the MTR Report and Adaptive Management Action Plan and (ii) oversee the project’s re-structuring process, and advise the PSC accordingly.
* Establish a Quality Assurance mechanism, perhaps couching this under the Technical Committee to vet the quality of technical deliverables.

1. **Recommendation 13:** Improve the Project’s administrative, contracting and payment procedures:

* Revisit the Project’s administrative Standard Operating Procedures immediately following the MTR one final time and get sign off by the IP with all use case scenarios and permutations fully documented therein. The goal should be to streamline and minimize bureaucratic procedures and give the PMU more autonomy to take decisions in scope in the Project Document.
* Establish a reasonable holdback to all work undertaken by consultants and firms, although the Project should use its discretion in cases where grassroots organizations do not have liquidity and are unable to “float” salary payments.
* Establish Service Level Agreements for processing of payments and salaries and enforce these vigilantly. Deviations should be escalated to the Technical Committee.
* Implementing Agency to provide upfront and ongoing refresher training on financial procedures and obligations of GEF projects, namely reporting obligations.

1. **Recommendation 14:** Reporting needs to be strengthened and made more robust. It is recommended that something akin to a ‘traffic lights’ system is adopted for reporting quarterly at output level (not activity level which is likely to be too time-consuming), using self-assessed quantitative estimates of progress towards completion, supported by qualitative evidence. The usefulness of the templates piloted as part of this MTR should be assessed, with a view to adopting a revised version of them if this is considered beneficial. Also, the project needs to add on METT scorecard.
2. **Recommendation 15:** Construction of physical infrastructure should ensure there are regular site inspections to ensure compliance with building codes and to identify problems early against architectural and constructions specifications, as well as ensuring the agreed bill of materials align to what is being used during construction. At minimum, an site inspection by an independent third party should happen following the roughing in stage, electrical and plumbing stage and finally before finishing stage.
3. **Recommendation 16:** Improve both the project’s and UNDP’s knowledge management and document repository. The MTR was constrained by both the lack of and/or trickling of information shared with the consultants. Therefore, both the project and UNDP Angola Country Office should invest in a comprehensive document repository that can be shared readily with future consultants and stakeholders when needed. This includes but should not be limited to any CDRs, PIRs and any technical reports.

## **C.** **Conclusion**

1. By its nature, and according to the requirements defined in the ToR, this MTR has followed a rigorous and exhaustive process to gather and analyze extensive data, in order to obtain fact-based evidence that is credible, reliable and useful for the purposes of the review. Through this process, a detailed, objective, and accurate view of the project progress to-date has been obtained with recommendations and conclusions drawn from data which has been cross-referenced and triangulated.
2. Interestingly, the majority of the MTR's unstructured interviews with key informants provided limited insight into the actual progress on specific outputs or their contributions to the project's outcomes and overall objective. Instead, these interviews were more valuable in assessing the project's strategic relevance and gauging awareness of illegal wildlife trade and human-wildlife conflict issues in Angola. There was a noticeable lack of comprehensive knowledge among the current group of partners about the activities being implemented in the field. Many interviewees – some of them listed in the PRODOC with signed commitment letters – admitted they were only marginally involved in the project or were not even aware of its details, highlighting a significant gap in stakeholder engagement and communication.
3. The project strategy remains highly relevant as it aligns with Angola’s long-term priorities for combating illegal wildlife trade and managing human-wildlife conflict. It is also consistent with UNDP core policies, strategic documentation and priorities identified in the CPD. The Project Document is well-written and provides the necessary elements as a blueprint for implementation. There is a disconnect however, with respect to how the Project Document is being interpreted during implementation, with some notable deviations in the way stakeholders are engaged and requirements articulated in the SRF.
4. Regarding progress toward results, the project has made limited headway toward achieving its overall objective due to its late start and significant delays incurred in its initial three years of operations, as well as insufficient engagement with key stakeholders responsible for collecting baseline data. The absence of adaptive management practices and utilization of project governance mechanisms for this purpose, have further hindered efforts to realign activities with the project’s intended goals.
5. Progress on Outcome 1, such as developing a comprehensive wildlife crime enforcement strategy, has been slow, primarily due to bureaucratic obstacles and frequent leadership changes within INBC. Priority ancillary legislation and strategies under Output 1.1 have not been started due to co-financing and stakeholder engagement not materializing. Progress on Output 1.2 has been constrained by inadequate attention to the results and repetition of the ICCWC Indicator Framework. Under Output 1.3, the Director General of INBC opted not to support the Environmental Polytechnic Institute (wildlife school) to become a fully-functional national center for PA staff capacity building with necessary equipment, instead, directing the PMU to construct a ranger station (under Outcome 2) in Luando Strict Nature Reserve as a base for patrols.
6. For **Outcome 2**, although some capacity-building activities have been initiated, progress is still behind schedule in adequately equipping and training park staff and law enforcement personnel. Output 2.1 shows signs of promise as MTR has observed the formation of an inter-agency Environmental Crime Unit in Luando Strict Nature Reserve that is actively conducting patrols and reporting on them. This has increased the effectiveness of law enforcement and offers another vehicle to suppress poaching and IWT activities. Under Output 2.2, while Maiombe NP has a management plan with some activities on patrols being implemented, Luando SNR still does not have a management plan. Under Output 2.2, the construction of a ranger station in Luando Strict Nature Reserve as a springboard for patrols and to house park staff is perhaps one of the more significant achievements to date and should be applauded as a significant milestone. However, there are significant risks associated with replacing eco guards from the Kissama Foundation with less experienced and knowledgeable INBC staff who are unfamiliar with the landscape. The benefits of equipment to facilitate patrols is not being leveraged to its full potential as some assets have either been diverted to other parks in Angola or remain in Luanda at the INBC headquarters.
7. **Outcome 3** requires faster engagement with local communities, as delays in implementing alternative livelihood projects under Output 3.1 have hindered the project’s ability to build local ownership, foster support for conservation efforts, and create conditions that deter hunting and reduce incentives for poaching. For Output 3.2, there have been ad hoc examples of campaigns, but these are a far cry from those identified in the Project Document (page 45) and require the engagement of partner NGOs and CSOs who are already plugged into these sorts of activities at the project sites for a multiplier effect.
8. **Outcome 4** has yet to systematically capture and apply lessons learned and best practices under Output 4.2, largely due to delays across the first three components. While gender-disaggregated data is being collected as part of Output 4.3, its effective use remains unclear, limiting progress toward achieving gender equity goals. Monitoring and evaluation per Output 4.1 is extremely poor and not participatory.
9. The **PMU is understaffed** and unable to create momentum as a result of sapped energy towards bureaucratic procedures and lengthy cycles of work planning and budgeting. The PMU has faced numerous challenges in project implementation, including institutional instability, turnover and lack of autonomy to make timely decisions. These factors, combined with an under-resourced team, have resulted in significant delays and inefficiencies across the board. With the exception of measures adopted during the COVID-19 pandemic and the strategic decision to deviate from the Project Document and invest in a ranger station in Luando Strict Nature Reserve, adaptive management practices are limited, and there is a need for a more flexible approach to address emerging challenges and optimize project delivery. The PMU, while demonstrating commendable efforts, is overburdened with administrative tasks and lacks the necessary autonomy for effective project management. Serious morale issues within the team need urgent attention to prevent further deterioration of project delivery capacity. PMU capability remains insufficient – although improving over time - with difficulties to think on adaptive management measures to accelerate delivery, to actually plan and deliver (ambitious AWP in relation to actual delivery capability and a lack of expertise in several subsectors gender, M&E, communication and lobbying, as well as engaging strong partners. The project lacks specific gender expertise to ensure gender mainstreaming at project level in a more systematic way and could use a gender specialist to aid PMU in ensuring adequate women support throughout the project (like the drafting of a medium/long term gender strategy, especially in the context of Component 3).
10. The **project’s sustainability is at risk** due to insufficient stakeholder engagement, dependency on constrained national budgets, and ongoing administrative hurdles coupled with continued turnover of ministry and INBC personnel. Social and environmental risks are high, particularly given the deeply rooted local practices of hunting for subsistence and the delays in offering viable alternative income-generating activities. Environmental sustainability is also uncertain as community-based projects have not been effectively launched. A key implementation issue remains the insufficient stakeholders’ engagement and buy-in at the national and local level, the result of a centralized top-down implementation approach.
11. As a **conclusion**, PMU is still in a learning curve on project management, limited in operational autonomy with the requirement to abide by time-consuming bureaucratic procedures and using a flawed financial management system that is counterproductive in ensuring project delivery.
12. Examining the areas in which the project has been relatively successful, and contrasting those with the aspects where the project has been weak, it soon becomes apparent that the project has had the most success in its efforts to improve capacity and capabilities through the provision of equipment and technical support at the two project sites to enable joint inter-agency patrols, while progress at the grass-roots level, particularly creating conditions for alternative income streams among communities has been more limited. The intention of the original project design, working on three different levels, was undoubtedly to encourage synergies among all three levels, that would strengthen the overall effectiveness of the project in achieving the intended results. This conclusion has led to the formulation of a series of recommendations that are intended to capitalize upon and broaden past successes, and at the same time, to strengthen those areas where weaknesses have been identified.
13. Despite current shortcomings, there is potential for the project to achieve key elements of its objectives if strategic adjustments are made to the delivery model, governance structure, and specific outputs. These changes, combined with stronger stakeholder engagement and streamlined administrative processes, could enhance project performance moving forward.

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# ANNEX A: TERMS OF REFERENCE



# ANNEX B: MTR INCEPTION REPORT



# ANNEX C: INTERVIEW GUIDE

**Introduction and Background**

Good morning/afternoon! Our names name is Camillo Ponziani / Cristina Rodrigues, the MTR evaluation consultant hired by the United Nations Development Programme to conduct a Midterm Review of the UNDP-supported, GEF-financed full-sized project **“**Combating Illegal Wildlife Trade and Human Wildlife Conflict”. In this evaluation, we will focus on four key pillars or gauges of the Project, namely (i) Project Strategy; (ii) Progress Towards Results; (iii) Project Implementation and Adaptive Management; and (iv) Sustainability. The Project is structured around four components as follows. ***Component 1.*** *Strengthening the policy, legal and institutional framework and national capacity to manage wildlife, including HWC, and address wildlife crime;* ***Component 2.*** *Strengthening capacity of selected PAs and law enforcement agencies in the target areas to control poaching, IWT, HWC, and habitat degradation;* ***Component 3.*** *Engaging local communities in sustainable wildlife, forest and PA management; and* ***Component 4.*** *Knowledge Management, M&E and Gender Mainstreaming.*

Towards this end, we will try to quantify or document the progress made over the life of the project to date, and what you have put in place in sustaining the successes while noting the salient risks and challenges faced and mitigation strategies put in place for learning purposes. Throughout this interview, please feel free to share your thoughts and experience with us and ask any clarification if the questions are not clear to you. Participation in the interview is voluntary and you may opt out at any time. The answers to our questions will remain strictly confidential and should we use elements of the response in our report, it will be scrubbed for anonymity. The interview is expected to last roughly one hour in length. Our line of questioning will be grouped according to various evaluation criteria in our Terms of Reference on which we must report our findings. We make every effort to keep within this timeframe but may need to drill deeper on a number of your responses and may require a subsequent session, if needed. Do you have any questions before we begin?

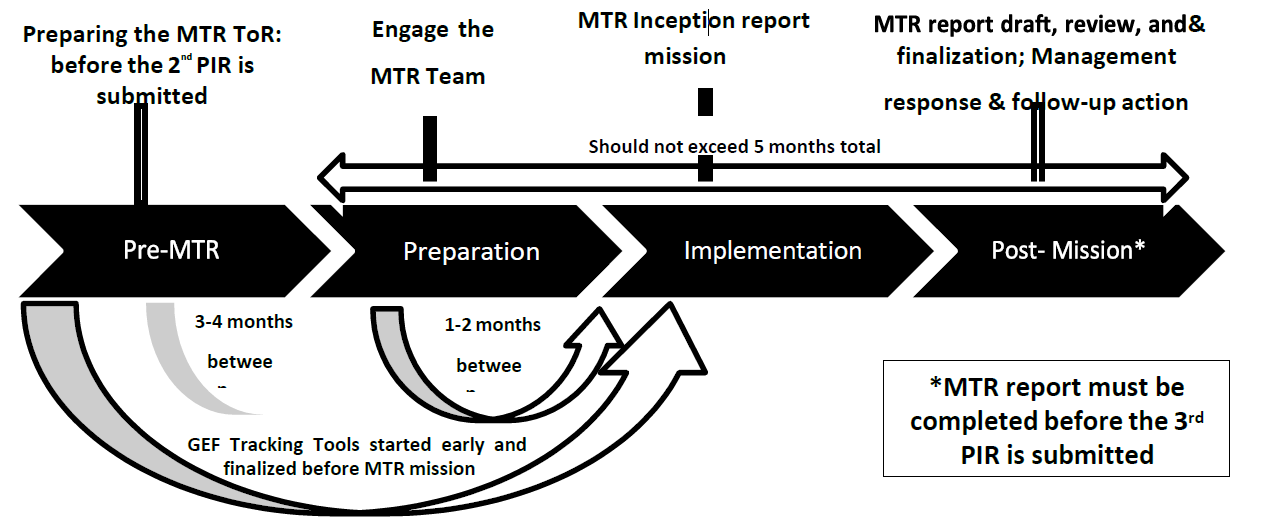
|  | GEF OFP | PSC | UNDP | PMU | NPD | TECHNICAL COMMITTEES | IMPLEMENTING PARTNER | EXECUTING PARTNERS | BENEFICIARIES |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **On the relevance of the project design:** |  |  |  |  |  |  |  |  |  |
| 1) How do you rate the project design in accurately capturing the challenges relevant to IWT and HWC in the chosen landscapes and ecosystems in Angola? |  | X |  | X | X | X | X | X |  |
| 2) To what extent is the project aligned with the priorities of the UNDP and GEF priorities in Angola? | X |  | X |  |  |  |  |  |  |
| 3) To what extent has the project capitalized on synergies with other projects? | X | X | X | X | X |  |  |  |  |
| 4) In your view, was project formulation process participatory and why? | X |  | X |  |  |  | X |  |  |
| 5) How will you rate the use of logframe indicators to monitor the project’s implementation and impacts? If not useful then why? |  | X | X | X | X |  | X |  |  |
| 6) How has the PMU monitored risks and assumptions and what do you suggest changing for the project to be successful by the time of the TE? |  | X | X | X | X |  | X |  |  |
| 7) What challenges/good practices have you experienced in relation to project design and indicators, and how did you use adaptive management to solve them? What worked, what didn’t and why? |  | X | X | X | X |  | X | X |  |
| 8) To what extent does the project address your/your region’s/your country’s most urgent priorities in terms of addressing the urgency of IWT and HWC? | X | X | X | X | X | X | X | X | X |
| 9) Was the project design realistic given the expertise of the Executing Agency and the allocated resources? If not, then why? What do you recommend changing? | X |  | X |  |  |  | X |  |  |
| 10) In which way does the project design and implementation consider specific priorities and needs of women and disadvantaged groups? In implementation what worked to make the activities inclusive and what didn’t work and why? What changes do you propose to address needs of women and disadvantaged groups? | X |  | X |  |  |  | X | X |  |
| **On Progress Towards Results:** |  |  |  |  |  |  |  |  |  |
| 1) Going through the logframe, highlight what has been implemented and what key results were delivered and what key results are missed and the reasons why? |  | X | X | X | X | X | X | X |  |
| 2) What challenges have you faced related to implementation so far and how have you used adaptive management to address them? | X | X | X | X | X | X | X | X |  |
| 3) What important barriers remain that constrain the achievement of the project objectives mainly project outputs and activities? |  | X | X | X | X | X | X | X |  |
| 4) What training have you received from the project? |  |  |  |  |  |  | X | X | X |
| **On Management Arrangements:** |  |  |  |  |  |  |  |  |  |
| 1) Are the responsibilities clearly shared among stakeholders? Are there any bottlenecks? |  | X | X | X | X | X | X | X |  |
| 2) Are management decisions effective and transparent to all stakeholders? |  | X | X | X | X | X | X | X |  |
| 3) Has guidance by the Project Board been promptly implemented? |  | X | X | X | X | X | X | X |  |
| 4) How has the Project Board supported the PMU on any aspects of project implementation? |  | X | X | X | X | X | X | X |  |
| 5) Have the project implementation arrangements been modified, why was it deemed necessary and what approvals were sought after modifications? |  | X | X | X | X | X | X | X |  |
| 6) Has the Executing Agency provided efficient management towards the delivery of project results? What worked well and what didn’t? |  | X | X | X | X | X | X | X |  |
| 7) Does the work of Implementing Partners efficiently contribute to the delivery of results? What worked well and what didn’t? |  | X | X | X | X | X | X | X |  |
| 8) Has UNDP provided quality guidance, adequate staff and resources to fulfil its supervisory functions over the project? |  | X | X | X | X | X | X | X |  |
| 9) What would you do differently – or needs to be modified for the second part of the project lifetime? |  | X | X | X | X | X | X | X |  |
| **On Work Planning:** |  |  |  |  |  |  |  |  |  |
| 1) Were there any delays in project implementation and if yes, what were their reasons and how were they tackled? | X | X | X | X | X |  | X |  |  |
| 2) How does the process of work planning function? How do you decide on the next activities to be implemented? Do you use the logframe for work planning and if yes how? |  | X | X | X | X |  | X |  |  |
| 3) How well do you think the work plan matches the budget proposed? |  | X | X | X | X |  | X | X |  |
| **On Finance and Co-finance:** |  |  |  |  |  |  |  |  |  |
| 1) Do you consider the financial flow of the project efficient? Are there any bottlenecks and if, which ones? |  | X | X | X | X |  | X | X |  |
| 2) What financial control mechanisms do you use in adaptive management of the project? |  | X | X | X | X |  | X | X |  |
| 3) What were the justifications for the repeated budget revisions, if any? |  | X | X | X | X |  | X | X |  |
| 4) Has co-finance been delivered as expected? If not, why? |  | X | X | X | X |  | X | X |  |
| 5) Does co-finance contribute to the achievement of project targets in a meaningful way? |  | X | X | X | X |  | X | X |  |
| **On Monitoring and Evaluation:** |  |  |  |  |  |  |  |  |  |
| 1) How does the project monitor whether awareness and capacities on SLM, SFM and CBNRM have increased as a function of inputs? |  |  | X | X | X |  | X | X |  |
| 2) How does the project monitor the implementation of activities, the delivery of outputs and the achievement of outcomes? What worked well and what didn’t? |  |  | X | X | X |  | X | X |  |
| 3) What type of M&E system does the project maintain? In absence of M&E system, how does the project track progress? |  |  | X | X | X |  | X | X |  |
| 4) Has the Project verified/established any of the indicator baselines? If yes, how? Do you think there is a need for revision of the baseline in order to reset indicator targets for the remaining lifetime of the project? If yes, then why? |  |  | X | X | X |  | X | X |  |
| 5) Has the project formulated a participatory M&E System? If yes, how do you rate its utilisation and effectiveness in timely reporting and decision making? |  |  | X | X | X |  | X | X |  |
| 6) How is the M&E system used to inform adaptive management of the project? In the absence of an M&E system how does project utilise adaptive learning? |  |  | X | X | X |  | X | X |  |
| **On Stakeholder Engagement:** |  |  |  |  |  |  |  |  |  |
| 1) Please describe how you/stakeholders have participated in the project implementation? What worked well, what didn’t and why? |  |  | X | X | X |  | X | X | X |
| 2) How has adaptive management been applied in project implementation related to stakeholder participation? What worked well, what didn’t and why? |  |  | X | X | X |  | X | X |  |
| 3) What benefits are you (as stakeholder) deriving from the project? |  |  |  |  |  | X | X | X | X |
| 4) How were local communities/organizations involved in the project design/implementation? What worked well and what didn’t? |  |  | X | X | X |  | X | X | X |
| 5) What are the major hurdles for stakeholder participation in project implementation? |  |  | X | X | X |  | X | X | X |
| 6) Do local partners embrace the concept of SLM, SFM, CBNRM and/or HWC de-escalation and associated planning and implementation approaches propagated by the project? If not, then why? |  |  | X | X | X |  | X | X | X |
| 7) Have you been involved in monitoring and evaluation of the project? |  |  | X | X | X | X | X | X | X |
| **On Reporting:** |  |  |  |  |  |  |  |  |  |
| 1) Do you fully understand UNDP and GEF project reporting requirements? |  |  |  | X | X | X | X | X |  |
| 2) Are these in line (or supportive) of the Government of Angola’s reporting requirements? |  |  |  | X | X | X | X | X |  |
| 3) How many reports (PIRs) has the PMU produced? Have you had any feedback from UNDP, GEF, the National and Provincial Governments on the reports? Was the feedback useful? If not, then how it wasn’t useful and the reasons why? |  |  |  | X | X | X | X | X |  |
| 4) How many technical reports has the project produced? Do you find these useful? |  |  |  | X | X | X | X | X | X |
| 5) What needs to be done to improve the quality of reports and publications produced by the project? | X | X | X | X | X | X | X | X | X |
| 6) Have lessons learnt from adaptive management been documented in the reports and subsequently resulted in course correction, where required? | X | X | X | X | X | X | X | X | X |
| **On Communication:** |  |  |  |  |  |  |  |  |  |
| 1) What communications and awareness raising material has been produced and how is it disseminated? | X | X | X | X | X | X | X | X | X |
| 2) Does the project follow a communication strategy? Is it useful? If not, then why? If yes, what are its components which are most useful? |  | X | X | X | X | X | X | X |  |
| 3) How is the knowledge management system of the project, if any? |  | X | X | X | X |  | X | X |  |
| 4) How do you ensure that the project’s experiences inform policy and practice? What worked well and what didn’t? | X | X | X | X | X |  | X | X |  |
| 5) What do you know about the project? Where have you received the information from? | X | X | X | X | X | X | X | X | X |
| 6) How is the information flow between project partners? | X | X | X | X | X | X | X | X | X |
| **On Sustainability:** |  |  |  |  |  |  |  |  |  |
| 1) What results do you think the project will deliver that will be sustained? | X | X | X | X | X | X | X | X | X |
| 2) How will you sustain the benefits after project closure? | X | X | X | X | X | X | X | X |  |
| 3) What risks jeopardize the sustainability of results and what can be done about minimizing them? | X | X | X | X | X | X | X | X |  |
| 4) More specifically, what are the mechanisms for ensuring institutions and governance sustainability? Financial sustainability? Environmental sustainability? Socio-economic sustainability? | X | X | X | X | X | X | X | X |  |
| 5) Does the project create any social tensions that may result in negative outcomes? | X | X | X | X | X | X | X | X | X |
| 6) How do you think financing of SFM will be maintained after project closure? | X | X | X | X | X |  | X | X |  |
| 7) What should the project do between now and the TE to secure long-term sustainability? | X | X | X | X | X |  | X | X |  |
| 8) How did project outputs impact your life / your natural surroundings? |  |  |  |  |  |  |  |  | X |
| 9) What would you say is the greatest impact of this project in your view, and why? |  |  |  |  | X |  | X | X | X |
| 10) What good practices did you experience related to implementation and how did they influence implementation and achievement of results? |  |  |  | X | X |  | X | X | X |
| 11) What lessons have you derived from dealing with either challenges or good practices and how have you captured and/or shared them? |  |  |  | X | X |  | X | X | X |
| 12) What do you think should be adjusted in order to increase the effectiveness of project implementation and increase chances of sustaining the impacts? |  |  |  | X | X |  | X | X | X |
| **General:** |  |  |  |  |  |  |  |  |  |
| 1) What issues should the MTR look into that we have not yet discussed? | X | X | X | X | X |  | X | X |  |
| 2) Please summarize the challenges faced by the project on any aspect | X | X | X | X | X | X | X | X |  |
| 3) Please summarize the good practices you would like to share with the MTR on any aspect of the project | X | X | X | X | X |  | X | X | X |
| 4) Summarize recommendations going forward if the project was to be successful | X | X | X | X | X |  | X | X |  |

# ANNEX D: MIDTERM REVIEW EVALUATIVE MATRIX

| **Evaluative Questions** | **Indicators** | | **Sources** | | **Methodology** | |
| --- | --- | --- | --- | --- | --- | --- |
| ***Questions Related to the Review of Project Indicators Across Objective and Outcome*** | | | | | | |
| ***Project Objective:*** *To prevent the extinction of terrestrial species by combating illegal wildlife trade (IWT) and reducing human-wildlife conflict (HWC) in Angola.* | | | | | | |
| What monitoring data has been / is being collected to support the project’s results indicators at the objective level? | Evidence of active and ongoing collection of monitoring data and not post-facto.  Evidence of strong, clearly thought-out baselines. | | Document review, received stakeholder data | | Desk review and key informant interviews | |
| To what extent are plans and strategies being operationalized as opposed to being static documents | Evidence of approval of plans and strategies and that they are being used and have been afforded a budget. | | Document review, budget, stakeholder | | Desk review, financial analysis and key informant interviews | |
| From an indicator perspective, what remaining barriers exist, to achieving the project objective, within the time remaining until project completion? | Identification of barriers and  strategies to address the barriers | | Progress reports, meeting  minutes, stakeholder data | | Desk review, questionnaire and  key informant interviews | |
| Has the project been able to provide / quantify the total cumulative area brought under sustainable management due to these practices. What have been the bottlenecks and can this indicator be achieved? | Increase in ha under sustainable management | | Assessments, maps and technical reports and M&E plan | | Desk review, questionnaire and key informant interviews and field verification assessment | |
| ***Outcome 1:*** *Strengthened policy, legal and institutional framework to combat wildlife crime and manage wildlife, including HWC.* | | | | | | |
| When were previous capacity development scorecards developed? Could you please indicate all dates?  Were capacity development scorecards results developed consultatively? Could you please indicate the dates and the progress/status?  Has there been a consistent improvement in capacity scorecard results from inception of the project through the midterm?  When and what are the processes in updating the scorecard and ICCWC Indicator Framework?  Are the management tools and scorecards and ICCWC Indicator Framework all being applied in a standardized way and is guidance provided? | Evidence of update on capacity development scorecards and scorecards result | | Capacity scorecards development documentation and reports, stakeholder data | | Desk review, document / comparative analysis and key informant interviews | |
| ***Outcome 2:*** *Strengthened capacity of PAs and other law enforcement agencies in the project areas to reduce wildlife crime, manage HWC, and prevent habitat degradation.* | | | | | | |
| Has there been a measurable increase in METT scores? | Evidence of update on METT sheets. | | METT score development documentation and reports | | Desk review, document analysis and interviews | |
| How were anti-poaching and patrolling efforts defined by the project during inception and how has this informed its monitoring? | Technical discussions on definitions and planning undertaken. | | Inception report, M&E plans, meeting minutes | | Desk review, questionnaire and  key informant interviews and field visits | |
| What have been some of the bottlenecks regarding progress against Indicator 9? | Clear and well-articulated technical approach for monitoring level of HEC | | M&E collection reports, PIRs stakeholder data | | Desk review, questionnaire and  interviews and field visits | |
| ***Outcome 3:*** *Increased involvement of local communities in the project areas in wildlife, habitat, and PA management.* | | | | | | |
| What has been the level of commitment among community members regarding surveillance activities? | Number of agreements, evidence of patrol logs and training delivered | | Review of agreements, assessment of patrol logs and review of material used for training | | Desk review, questionnaire and key informant interviews, field visit and focus group discussions | |
| How have SLM, SFM and CBNRM measures been selected and deemed appropriate to the local context? | Evidence of underlying analysis | | Reports, stakeholder data | | Desk review, questionnaire and key informant interviews, field visit and focus group discussions | |
| To what extent has SFM measures curtailed the level of deforestation in the project landscape? | Evidence of SFM agreements | | Minutes, stakeholder interviews and agreements approved by competent authorities | | Desk review, questionnaire and key informant interviews | |
| Is indicator No. 12 still feasible / achievable given that it is off track in the FY2023 PIR? | Adaptive management measures in place to accelerate delivery | | M&E plans, reports, AWP activities and stakeholder data | | Desk review, questionnaire and key informant interviews | |
| ***Outcome 4:*** *Lessons learned by the project, including gender mainstreaming, through participatory M&E are used to fight poaching and IWT nationally and internationally.* | | | | | | |
| What is the number of and availability of lessons learned generated by the Project and developed at MTR? | Process to document lessons generated by the Project | | Documentation, minutes of meetings, process document | | Desk review and key informant interviews | |
| How has the project contextualized and internalized best practices? | Availability of activity planning and M&E strategy for indicator | | AWPs, minutes and reports | | Desk review and interviews and field visit | |
| How is the project measuring household awareness of conservation, natural resource use and wildlife crime prevention, and differentiating this between men and women? | Availability of baseline with clear metrics to be gauged at MTR and TE | | Microplans, KAP surveys and measuring pre- and post-capacity | | Desk review, interviews, field visits and beneficiary discussions | |
| ***Project Strategy:*** *To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?* | | | | | | |
| Do you believe the project is still relevant to the Indian context and what has been the impact realizing thus far, if any? | Consistency with national strategies and policies. Participation of national/state agencies in proposal development | | Project document, meeting minutes, national policy documents | | Desk review, questionnaire and interviews | |
| Were lessons from other projects incorporated into the project strategy? | Reference of lessons learned from other project captured | | Project document and stakeholder interviews | | Desk review, questionnaire and interviews | |
| How was the project goals and objectives used to update the CPD (2020-2022 and draft 2024-2028)? | Consistency with updated CPD | | Comparison between CPDs | | Desk review, questionnaire and interviews | |
| Is the project aligned to the GWP (i.e.: programme elements and theory of change)? | Consistency with GWP | | GWP TOC and best practice documents | | Desk review and interview with GEF OFP, UNDP-CO and RTA | |
| Was the project strategy developed cognizant of national/state sector development priorities? | Consistency with national strategies and policies. Participation of national/state agencies in proposal development | | Project document, meeting  minutes, national policy  documents | | Desk review, questionnaire and interviews | |
| How is the Project prioritizing impact pathways?  To what extent has the TOC and underlying assumptions integrated gender equality and other cross-cutting issues?  To what extent are these still valid? | Evidence of strategic thinking and prioritizing of activities via impact pathways. | | TOC and best practices documents  Conceptual model | | Desk review and interview with UNDP-CO and RTA | |
| Did persons who would potentially be affected by the project have an opportunity to provide input to its design and strategy? | Level of participation of persons  potentially affected by the project | | Project document, inception  report, stakeholder interviews SESP | | Desk review and interviews | |
| Were gender and social inclusiveness considered in developing the project strategy? | Active stakeholder involvement from both men and women | | Project document, inception  report, stakeholder interviews | | Desk review, questionnaire and  Interviews, field visits and focus group assessment | |
| If you had the opportunity to redesign the project, what changes would you make? | Documentation of any lessons learned to date | | PIR, stakeholder interviews | | Questionnaire and  interviews | |
| ***Progress Towards Results:*** *To what extent have the expected outcomes and objectives of the project been achieved thus far?* | | | | | | |
| What remaining barriers exist, to achieving the project objective, within the time remaining until project completion? | Identification of barriers and strategies to address the barriers | | Progress reports, meeting minutes, stakeholder interviews | | Desk review, questionnaire and interviews | |
| How is the workload divided among the Project Management Unit? | Equal division of labour relative to project components. | | Org chart, meeting minutes and stakeholder interviews | | Desk review, questionnaire and interviews | |
| What are the success and challenges of the capacity building interventions related to high conservation value ecosystems in high-altitude mountain areas? | Evidence of a systematic capacity building programme | | Documentation of capacity building programme related to monitoring of biodiversity. | | Desk review and interviews | |
| Have the tracking tools and GEF6 scorecards shown improvements from inception of the project through the midterm? | Improved scoring from respective  tracking tools | | Tracking tools, stakeholder  interviews | | Desk review and interviews | |
| How have the scorecards been managed (via expert consultant or by the PMU facilitated)? | Evidence of who is overseeing the scorecard and data collection | | Tracking tools, stakeholder  interviews | | Desk review and interviews | |
| Based on identified successes, how can the project further expand these benefits? | Replication of successful outputs  and evidence of enhanced PA  management | | Progress reports, meeting  minutes, stakeholder interviews | | Desk review, questionnaire and  interviews | |
| Has a socio-economic study been initiated? Does it include a gender lens? What have been some challenges? | Socio-economic studies result | | Socio-economic studies result, stakeholder | | Desk review and interviews | |
| How has COVID-19 impacted the project’s outcome and objectives? | Identification of obstacles to meeting objectives and outcomes as a result of COVID-19 | | PIR, Project Steering Committee and PMU minutes, progress reports, stakeholder interviews | | Desk review, questionnaire and interviews | |
| ***Project Implementation and Adaptive Management:*** *Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project’s implementation?* | | | | | |
| Have changes in management arrangements been needed, due to changing conditions? | Results from M&E are used to adjust and improve management decisions | PIR, Project Board and PCU minutes, progress reports, stakeholder interviews | | Desk review, questionnaire and  interviews with project staff | |
| How has the project adapted to / dealt with delays in IWT and HWC activities or difficult to access landscapes? | Results from M&E are used to adjust and improve management decisions and implementation of activities. | PIR, Project Board and PCU minutes, progress reports, stakeholder interviews | | Desk review, questionnaire and  interviews with project staff and field visits | |
| Have changes been made in management arrangements, and were they effective? | Adaptation and reflection  characterize the project’s  management | Project Implementation Review  (PIR), progress reports,  stakeholder interviews | | Desk review, questionnaire and  interviews with project staff and other stakeholders | |
| Has the IP been effective in guiding the implementation of the project? | Leadership of the National Project Director and ownership of other  Directorate officials | PIR, progress reports,  stakeholder interviews | | Desk review, questionnaire and  interviews with project staff and other stakeholders | |
| What support has been required by the UNDP-CO over and above its mandate in a NIM implementation? | Leadership of the UNDP-CO and RTA and active role of UNDP in project activities and to the project implementation | Project Board and PCU minutes, progress reports, stakeholder interviews | | Desk review, questionnaire and  interviews with project staff and other stakeholders | |
| Has UNDP been effective in providing support for the project? | Quality and timeliness of support | Stakeholder interviews, project procurement, disbursement and METT | | Desk review, questionnaire and  interviews with project staff and other stakeholders | |
| Have executing partners fulfilled their obligations and been effective in the implementation of the project? | Active role in project activities with catalytic support to the project implementation | Stakeholder interviews, project procurement, METT and reporting | | Desk review, questionnaire and  interviews with project staff and other stakeholders | |
| Were delays encountered in project start-up/implementation, disbursement of funds, or procurement? | Compliance with schedule as  planned and deviation from it is duly addressed | Annual workplan, project audits, project outputs, stakeholder  interviews | | Desk review, questionnaire and  interviews with project staff and other stakeholders | |
| Is work planning for the project (i.e., funds disbursement, scheduling, etc.) effective and efficient? | Responsiveness to significant  implementation problems | Annual workplan, project audits, project outputs, stakeholder interviews | | Desk review, questionnaire and  interviews with project staff and other stakeholders | |
| Have changes been made to the project results framework? | Variances between initial and  existing project results framework | Project Implementation Review, progress reports, stakeholder interviews | | Desk review, field visits and  interviews | |
| Have changes been made to the TOC? | Variances between initial TOC and any updated version | TOC | | Desk review and interviews | |
| Have co-financing partners been meeting their commitments? | Mobilization of resources by  partners beyond project funding | Co-financing reports, CDR  reports, stakeholder interviews | | Desk review, questionnaire and  interviews | |
| Are the project M&E tools adequate to guide ongoing project management and adaptive processes? | Sufficient budget and fund allocated to M&E and tools aid in its actual undertaking | Tracking tools, stakeholder  interviews | | Desk review and interviews | |
| How is risk managed in the project? | Regular updates made to risk register | Risk log | | Desk review and interviews | |
| What has been the most challenging and rewarding aspects of the project that you have encountered thus far? | Enthusiasm of project results linked to the project objective and constructive criticism | Stakeholder interviews and questionnaire results | | Questionnaire and interviews | |
| How has the project responded to COVID-19 challenges? | Change in project scope and/or delivery channels and special planning | Project Board and PCU minutes, progress reports, interviews | | Desk review and interviews | |
| ***Sustainability:*** *To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?* | | | | | |
| Following conclusion of the project, what is the likelihood that adequate financial resources will be in place to sustain the project’s outcomes? | Opportunities for financial  sustainability from multiple sources exist | Project Document, Annual  Project Review/PIR | | Desk review and interviews and questionnaire | |
| Is it expected that, upon conclusion of the project, stakeholder ownership will be sufficient to sustain outcomes? | Identification and involvement of  champions at different levels of the project | Progress reports, meeting  minutes, stakeholder interviews and questionnaire results | | Desk review, questionnaire and  interviews | |
| Are legal frameworks, policies, and institutional arrangements favourable for sustaining the project’s outcomes following conclusion of the project? | Exit strategies available with  policies, legal frameworks, and  institutional capacity put in place | Progress reports, meeting  minutes, stakeholder interviews, review of legislative framework and questionnaire data | | Desk review, questionnaire and  interviews | |
| Are there any environmental risks that could jeopardize the sustainability of the project’s outcomes? | Environmental factors or negative impacts are foreseen and mitigation measures are planned | Progress reports, meeting  minutes, stakeholder interviews | | Desk review, field visits and  interviews | |

# ANNEX E: METHODOLOGICAL APPROACH

The MTR process follows guidance outlined in the document Guidance for Conducting Midterm Reviews of UNDP Supported, GEF Financed Projects.



**Guiding Principles**

The Guiding Principles for conducting the Mid Term Review included:

* Evidence-based approaches including cross-checking of collected data, ensuring diversity of data collection sources;
* Gender responsiveness;
* Alignment to sustainable development goals and MEA priorities;
* Stakeholder input, participation and collaboration (circulation and feedback on findings);
* Strong communication and alliance with the project team (including joint decision making);
* Flexibility and organization.

**Data Collection Methods**

Data Collection Methods comprised of:

* Literature/ desktop review of project data
* Interviews
* Focus group discussion
* Strategic Results Framework review workshop;
* Site visits to Luanda and Malanje Province and Luando Strict Nature Reserve (visit to Maiombe National Park not possible due to its remote location and time available).

The main sources of information included:

* Project documentation;
* Key stakeholders identified by the project;
* Field data collected during site visits;
* Direct observation.

**MTR Evaluation Matrix**

The data and information collected were analyzed based on the following criteria and indicators:

**Figure 7: Evaluation criteria**

A diagram of a project

Description automatically generated with medium confidence

The Question and Evaluation Matrix were built upon the following key areas

Topics and areas to review according to the evaluation criteria:

*Project design*

* Adequacy of project design in relation to identified critical issues & resulting objectives
* Project design re. other donor funded-interventions
* Design changes over time according to changing conditions

*Relevance*

* Adequacy of thematic & sectors in relation to issues / national priorities
* Relevance re. final beneficiaries
* Level of consulting / participation of other stakeholders

*Effectiveness*

* Degree of progress towards achieving project’s results;
* Level of streamlining with UNDP Country Programme / GEF priorities;
* How were risks and assumptions taken into account during implementation;
* Communication and visibility including towards donors;
* Lessons learned on implementation modalities / mechanisms.

*Efficiency*

* Activity costs and actual results?
* Delivery as per work plan?

Project’s results delivery:

* Effective operational & financial management of the project / RBM;
* M&E system and mechanisms to discuss progress;
* Quality of communication between stakeholders;
* Promotion of joint activities for improved efficiency / partnerships.

Adaptive management:

* Log frame changes and analysis of indicators;
* Review of procurement plan;
* Responsiveness according to changing conditions / Ability to adjust to change.

*Impact*

* Visible change re. final beneficiaries / GoA;
* Contribution to change as per outcomes;
* Partnerships / synergies to enhance the impact;
* Added value of project for beneficiaries;
* Communicating on project’s results.

*Sustainability*

* Level of participation of national stakeholders;
* UNDP exit strategy options and potential appropriation of results by beneficiaries;
* Level of ownership & empowerment of beneficiaries to follow-up / upscale / replicate;
* Potential institutional, environmental, financial and socio-economic sustainability.

**Data analysis**

The following data analysis techniques were applied, rooted in the collective experience of the MTR consultant team:

* **Descriptive analysis** was applied to provide crucial information describing the changing global environment and situating the Project within it. The literature review contributed to the contextual framing of the assignment and helped identify and situate actors, organizations, institutions, partners, governments, and beneficiaries. Additionally, the analysis articulated the functioning of the Project’s management and oversight structures, including those of the Implementing and Executing Agencies.
* **Content analysis** formed the core of the qualitative analysis. Documents and interview notes were examined to identify common trends, themes, and patterns, while also flagging diverging views and trends. Emerging issues were identified and refined into observations for inclusion in the draft and final evaluation reports.
* **Quantitative/Statistical analysis** was employed to interpret quantitative data, particularly assessing the adequacy of donor funding. Donor disbursement and resource allocation were reviewed to assess the effectiveness and efficiency of the Project.
* **Comparative analysis** was used to examine findings within the Project components and evaluation criteria. This helped identify best practices, innovative approaches, and lessons learned, with information linked across hypotheses to develop a coherent narrative.
* **Aggregation and triangulation** methods were employed to enhance the consistency and reliability of findings from different data sources. Themes from document analysis and interviews were triangulated and explored across different points in time. Dedoose was utilized to systematically code and aggregate qualitative data, identifying recurring high-level conceptual themes.
* **The Gender Results Effectiveness Framework (GRES)** guided the gender-responsive analysis of results using an intersectional lens. This included assessing the external effects, such as spillover impacts, uncontrolled events like political conflicts, environmental disasters, and the COVID-19 pandemic, and other facilitators or inhibitors of change that affected the Project’s outcomes.

**Figure 8: Gender results effectiveness framework continuum at a glance**

Timeline

Description automatically generated

**Figure 9: Methodological design and approach**

A screenshot of a computer

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**Presentation of initial findings**

Initial findings were presented to the UNDP Angola Country Office and to the project management team at the end of the field mission. The main objective of this presentation was to share initial findings, conclusions and recommendations to be incorporated as part of the final review process and to collaborate on joint decision making and feedback.

# ANNEX F: MTR RATINGS & ACHIEVEMENT SUMMARY TABLE + RATING SCALES

Ratings scales presented here are as per guidance in: UNDP-GEF Directorate. 2014. Project-Level Monitoring: Guidance for Conducting Mid-term Reviews of UNDP-Supported, GEF-Financed Projects.

|  |  |  |
| --- | --- | --- |
| **Ratings for Progress Towards Results: (one rating for each outcome and for the objective)** | | |
| 6 | Highly  Satisfactory (HS) | The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as “good practice”. |
| 5 | Satisfactory (S) | The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings. |
| 4 | Moderately  Satisfactory (MS) | The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings. |
| 3 | Moderately  Unsatisfactory (HU) | The objective/outcome is expected to achieve its end-of-project targets with major shortcomings. |
| 2 | Unsatisfactory (U) | The objective/outcome is expected not to achieve most of its end-of-project targets. |
| 1 | Highly  Unsatisfactory (HU) | The objective/outcome has failed to achieve its midterm targets and is not expected to achieve any of its end-of-project targets. |

|  |  |  |
| --- | --- | --- |
| **Ratings for Project Implementation & Adaptive Management: (one overall rating)** | | |
| 6 | Highly  Satisfactory (HS) | Implementation of all components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as “good practice”. |
| 5 | Satisfactory (S) | Implementation of most of the components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action. |
| 4 | Moderately  Satisfactory (MS) | Implementation of some of the components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action. |
| 3 | Moderately  Unsatisfactory (HU) | Implementation of some of the components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action. |
| 2 | Unsatisfactory (U) | Implementation of most of the components is not leading to efficient and effective project implementation and adaptive management. |
| 1 | Highly  Unsatisfactory (HU) | Implementation of none of the components is leading to efficient and effective project implementation and adaptive management. |

| **Ratings for Sustainability:** (one overall rating) | | |
| --- | --- | --- |
| 4 | Likely (L) | Negligible risks to sustainability, with key outcomes on track to be achieved by the project’s closure and expected to continue into the foreseeable future |
| 3 | Moderately  Likely (ML) | Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review |
| 2 | Moderately  Unlikely (MU) | Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on |
| 1 | Unlikely (U) | Severe risks that project outcomes as well as key outputs will not be sustained |

**Table 9: MTR ratings & achievement summary**

| **Measure** | **MTR Rating** | **Achievement Description** |
| --- | --- | --- |
| **Project Strategy[[37]](#footnote-38)** | N/A | * The project design was founded on a sound strategy that is proving to be effective in reaching the desired results and at least some outcomes will be sustained due to the progress towards results achieved so far. * The project strategy remains highly valid in the context of the Government of Angola, UNDP and GEF strategic priorities. * There are too many indicators in the Strategic Results Framework, with several indicators having multiple sub-indicators (i.e., objective-level indicator 2, 3 and 4; outcome-level indicator 7, 10 and 11) with targets that are either overambitious or undeveloped. * A number of outputs are expected to come too late in the project cycle to provide any benefits to the existing project objective and there does not appear to have been sufficient thought to sequencing of activities nor connectivity between activities. |
| **Progress Towards Results** | **Objective**: To prevent the extinction of terrestrial species by combating illegal wildlife trade (IWT) and reducing human-wildlife conflict (HWC) in Angola.    **Achievement Rating: 2:**  **UNSATISFACTORY (U)** | * Progress towards the project objective is mixed, with one of the four impact indicators—total area with improved management—exceeding its mid-term target and on track to meet the end-of-project goal. However, the other three indicators show limited progress. Indicators related to flagship species populations are stalled due to the lack of prioritization by INBC for necessary surveys. * The indicator on poaching and bushmeat exposure in Maiombe National Park and Luando Strict Nature Reserve has also not met its mid-term target due to a lack of proactive data collection. Notable achievements include the establishment of an operational base at Luando SNR for patrols, although there is still no management plan for this reserve or for staffing.   **Continuing risks, constraints and priorities:** * There is an urgent need to establish baseline data, and meetings are required to create a coordinated mechanism to monitor elephant poaching and bushmeat trade within the project area. * The Project has established presence across the entire targeted area mainly through “soft” activities, but significant operating changes and acceleration will be required to reach the level of ambition required. |
| **Outcome 1:** Strengthened policy, legal and institutional framework to combat wildlife crime and manage wildlife, including HWC  **Achievement Rating:**  **1:** **HIGHLY UNSATISFACTORY (HU)** | * Outcome 1 shows limited progress, as neither of its two impact indicators has met the mid-term targets. The first indicator, concerning INBC's capacity to control wildlife crime, has not been assessed since the UNDP Capacity Development Scorecard was not assessed by the MTR, despite repeated requests in the FY22 and FY23 PIRs. Similarly, the second indicator, on national capacity to combat wildlife crime, remains unmet as the PMU did not update the overall score using the ICCWC Indicator Framework. * While a draft National Wildlife Crime Enforcement Strategy has been developed (currently being peer-reviewed) and could serve as a critical roadmap to unite key stakeholders, the PMU needs to accelerate data collection using the appropriate tracking tools and frameworks outlined in the project’s Strategic Results Framework. The project must engage UNODC to support the ICCWC framework application.   **Continuing risks, constraints and priorities:**   * Key co-financed studies have not materialized, underscoring the need to use GEF resources to develop a National Human-Wildlife Conflict Management Strategy given its criticality to the project scope and explicit linkage to the project objective. * There is consensus on the need to address gaps in the penal code to enhance fines and sentences, particularly under relevant Articles. Additionally, the newly formed inter-agency task force requires stronger coordination for effective multi-agency collaboration. |
| **Outcome 2:** Strengthened capacity of PAs and other law enforcement agencies in the project areas to reduce wildlife crime, manage HWC, and prevent habitat degradation.  **Achievement Rating:**  **3:** **MODERATELY**  **UNSATISFACTORY (MU)** | * Outcome 2 is comprised of three impact indicators that assess the effectiveness of anti-poaching efforts and human-elephant conflict management in the project areas of Maiombe National Park and Luando Strict Nature Reserve. * The first indicator, which measures the annual effectiveness of anti-poaching activities, includes sub-indicators such as the number of staff available for anti-poaching, intensity of patrolling, and the number of wildlife and forest product seizures and arrests of offenders. Progress on this indicator is limited; while staff have been hired for Maiombe (19) and prepared for Luando (50), data collection on poaching, patrolling, and seizures remains unsystematic and dependent on the establishment of an operational system. * The second indicator, the METT score (Management Effectiveness Tracking Tool), has not yet been assessed as required in Annex D. * The third indicator, which tracks the percentage of mitigated or solved human-elephant conflicts annually in Maiombe NP, lacks a monitoring system. Key achievements include the near completion of ranger posts in both Maiombe and Luando, but further progress is hindered by delays in formal ministry inaugurations needed to initiate activities. Urgent actions are needed to establish effective data collection systems and monitoring frameworks to measure progress on these critical indicators.   **Continuing risks, constraints and priorities:**   * The lack of a systematic data collection and monitoring system for poaching, patrolling efforts, and wildlife crime seizures in Maiombe NP and Luando SNR poses a significant risk to evaluating and improving the effectiveness of anti-poaching strategies. Additionally, the absence of an operational framework for monitoring human-elephant conflicts further limits adaptive management and response measures. * The commencement of key anti-poaching and surveillance activities is currently dependent on the formal inauguration of completed ranger stations by the ministry, causing delays in fully mobilizing staff and resources. This dependency is a constraint that could continue to hinder timely project implementation. * Establishing a robust operations system for data collection on poaching, patrols, and wildlife crime, as well as conducting the required METT scoring, should be prioritized. Additionally, developing and implementing a framework for monitoring and mitigating human-elephant conflicts in Maiombe NP is critical to achieving project targets under Outcome 2. |
| **Outcome 3:** Increased involvement of local communities in the project areas in wildlife, habitat, and PA management.   **Achievement Rating:**  **2:** **UNSATISFACTORY (U)** | * Outcome 3 consists of three impact indicators related to sustainable resource management, deforestation rates, and wildfire frequency in project areas. The first indicator, which tracks the number of people (disaggregated by gender) practicing sustainable forest management (SFM), sustainable land management (SLM), community-based natural resource management (CBNRM), or participating in protected area (PA) management, is off track due to delays in community engagement pilot projects. * The second indicator, measuring the deforestation rate in the project areas (ha/year), has not met its mid-term target, with progress depending on the establishment of an operations and command center within INBC equipped with GIS and technological capabilities. * The third indicator, concerning the frequency of wildfires in Luando SNR, is also off track and faces similar dependency on the proposed operations center at INBC.   **Continuing risks:**   * A significant risk is the lack of engagement with local community partners and NGOs who were originally intended to lead community engagement efforts. The PMU has not effectively played its convening and coordinating role, often taking on activities independently rather than collaborating with partners identified in the Project Document. This has resulted in missed opportunities to leverage local knowledge and resources. * Although some awareness campaigns have been undertaken, the project is not sufficiently integrated with key partner campaigns in Malanje, largely due to inadequate communication and information sharing from INBC. This disconnect hinders broader impact and effectiveness. * There is an urgent need to actively engage local, trusted community partners and NGOs to develop and implement firm proposals for income-generating livelihood projects. Establishing the operations and command center at INBC with the necessary GIS and technological capacity is also a priority to monitor deforestation and wildfires effectively and to get back on track with mid-term targets for all three indicators under Outcome 3. |
| **Outcome 4:** Lessons learned by the project, including gender mainstreaming, through participatory M&E are used to fight poaching and IWT nationally and internationally.  **Achievement Rating:**  **3:** **MODERATELY UNSATISFACTORY (MU)** | * Outcome 4 focuses on capturing lessons learned, promoting gender inclusivity, and tracking the number of direct beneficiaries involved in project activities. The first indicator, which measures the number of lessons on anti-poaching and community-based natural resource management learned by the project and applied in other national and international projects, has made limited progress. While the Project Management Unit has collected lessons, there is no system to assess or promote their use in other projects. * The second indicator tracks the percentage of women among project participants, and while gender-disaggregated data is regularly collected and reported, it is unclear how effectively this is being used to influence project activities and outcomes. * The third indicator, which counts the total number of direct project beneficiaries (disaggregated by gender), is being monitored, but further clarity is needed on the impacts on these beneficiaries.   **Continuing risks:**   * A significant risk is the lack of a systematic approach to leveraging and disseminating lessons learned from the project to inform other national and international initiatives. Without a mechanism to assess the application of these lessons, the potential impact of knowledge sharing is greatly diminished. * Although the project regularly collects gender-disaggregated data, there is no clear evidence that this data is being effectively used to guide policy, training, or community engagement activities. This limits the project's ability to enhance gender inclusivity and address specific needs. * Developing a framework or system to track and promote the use of lessons learned from anti-poaching and CBNRM efforts in other projects should be a priority. Additionally, the project should ensure that gender-disaggregated data is not only collected but also strategically used to shape future project activities and policies to enhance gender equity and inclusivity. |
| **Project Implementation & Adaptive Management** | **Achievement Rating: 3:**  **MODERATELY UNSATISFACTORY (MU)** | * The 7 benchmarks of implementation below were evaluated. The Project overall, since its outset in July 2021 following its inception workshop, has been moderately unsatisfactory due to multiple false starts, sub-optimal management arrangements, excessive bureaucracy and insufficient progress and financial expenditure:  1. **Management arrangements:** The project is implemented under the National Implementation Modality (NIM), with the Project Management Unit (PMU) fully embedded within INBC. However, this arrangement has significantly constrained the PMU's autonomy, forcing it to navigate strict bureaucratic procedures that consume time and resources, and delaying the operationalization of project activities. Many planned activities have been repeatedly deferred from one Annual Work Plan (AWP) to the next, with limited adaptive management measures taken, raising concerns about the feasibility of achieving the project’s main results. Institutional instability within INBC, including frequent leadership changes—two ministers and three Director Generals over the project’s duration—has further disrupted project delivery, putting the project on hold during transitions. The PMU itself is lean, with only four staff members, placing a heavy burden on two senior staff. While technically experienced, the PMU is not empowered to make decisions independent of the Implementing Partner and ought to have a stronger pulse on the strategy underpinning each output and activity, the dependencies between them and how they roll up to deliver core objectives. The team deserves credit for its tenacity and patience in dealing with bureaucratic hurdles but would benefit from having a more hands-on manager or "fixer" type to streamline activities and ensure timely implementation. The most notable elements of adaptive management are the reassessment of risks, and the use of online training to compensate for COVID-19 restrictions and delays caused.   **Note:** It is concerning that the current Director General is treating the project budget as an extension of the overall INBC organizational budget, reallocating project assets—such as a boat—to areas outside the designated project target and using project vehicles for personal purposes, forcing PMU staff to use their personal or family vehicles for official project business. Furthermore, there have been instances of insisting that the project budget be diverted towards personal legacy projects, such as a chimpanzee rehabilitation center, rather than focusing on the outputs and priorities clearly articulated in the project document. Such actions are unacceptable and require immediate escalation and attention to ensure proper governance, accountability, and adherence to the project's intended objectives.   1. **Work planning:** Evidence suggests that consultations conducted as part of the 2021 Annual Work Plan have been collaborative and consistent with standard practice but have had to go through multiple revisions to accommodate feedback from the IP. The MTR has surfaced activities and indicators for which there is no clear plan signalling the absence of a coherent strategy and how the results hierarchy is intended to deliver the core objectives. Work planning for the project is a lengthy and overly bureaucratic process. Despite planning and budgeting efforts by the PMU, approvals frequently extend into subsequent fiscal years. The Director General of INBC often alters the plans based on personal priorities rather than adhering to the project document's scope. As a result, by the time work plans and budgets are finally approved, the project has already lost valuable time, burning through two quarters of the implementation period. The Project is simply spending too much time on procedural matters as opposed to delivery. The PMU deserves credit for taking a strategic decision to construct a ranger station in Luando Strict Nature Reserve as opposed to leveraging facilities at the Environmental Polytechnic Institute (Wildlife School) in Menongue. This solid example of adaptive management, while a significant deviation from the Project Document, has proven to be one of the most significant achievements of the project to date. 2. **Finance and co-finance:** Despite multiple requests, financial information has not been made available to the MTR consultants, including crucial documents CDRs, up-to-date financial statements and the PIR for FY2024. As of the latest progress report and data from October 2023, the financial delivery stands at USD 1,611,198.80 against the total GEF allocation of USD 4,103,800, reflecting a delivery rate of approximately 39%. This expenditure is disproportionately high for the level of progress observed. A financial audit was completed in March 2023 by Lochan & Co. Additionally, co-financing contributions are not systematically calculated or reported, though the MTR team did observe instances where in-kind co-financing was being deployed in project activities. 3. **Project-level monitoring and evaluation:** A range of project-level M&E mechanisms, such as the HACT Assurance Activity Report and NIM audit report, have been employed; however, the project's monitoring and evaluation efforts remain weak, with key baselines missing from the Strategic Results Framework (SRF). According to the Project Document (page 78), US$ 154,790 is allocated for M&E, which represents a healthy 3.77% of the total budget—above the standard 3%. There is a need for upfront investment and greater ownership by the PMU to adhere to the M&E plan and the requirements outlined in the SRF. A dedicated M&E Officer or M&E training may be needed to address the unresolved elements, including the Capacity Development Scorecard, baseline studies of flagship species, the ICCWC Indicator Framework, and the METT. The use of various tracking tools and templates must be improved upon. Additionally, there needs to be clearer communication to stakeholders about what data needs to be monitored and its purpose, as there are instances of inconsistent understanding of data collection rationale. Furthermore, Steering Committee meetings have been infrequent, having only occurred three times, with none taking place in 2023 or to date in 2024. 4. **Stakeholder engagement:** Stakeholder engagement in the Angola project has been notably poor, particularly in terms of collaboration with potential partners identified in the Project Document. The Project Management Unit (PMU) is extending itself unnecessarily by taking on more responsibilities than needed, rather than effectively coordinating the work of partners for each Component. Engagement with state agencies such as INBC has been weak, with a lack of urgency and an apparent preference for maintaining the status quo rather than seizing opportunities for "quick wins" in project implementation. While engagement with academic, research, and training institutions shows slightly better ownership, the absence of confirmation of participation in the project from some stakeholders as well as lacking coordinated efforts across stakeholders remains concerning.   Community engagement is fragmented and lacks a cohesive strategy to build and demonstrate scalable models for sustainable wildlife and natural resource management. Although some NGOs have conducted small-scale capacity-building efforts and facilitated relationships with local communities in the targeted landscapes, these initiatives are not well integrated or aligned with the overall project strategy. As a result, the potential for greater community ownership, which is essential for effective management, patrolling, and enforcement, is not being fully realized. There is a need to better articulate and showcase these efforts to encourage stronger stakeholder buy-in and align them more effectively with the project’s management plans and objectives.   1. **Reporting:** Project reporting has been inconsistent and lacks a systematic approach, which undermines the ability to accurately assess progress toward the overall objective and the four corresponding outputs. Although three Project PIRs have been developed, core progress reporting suffers from issues within the SRF, where baselines and targets are missing or poorly defined. Contributions to these reports have not been methodical, leading to confusion about the status of certain outputs and resulting in vague descriptions that do not accurately reflect what is transpiring on the ground. Adaptive management responses, while present, are only partially documented, further complicating efforts to align project activities with the desired outcomes. The PMU is not heading action items and corrective measures highlighted in the PIR. To improve reporting quality and clarity, it is crucial to address the SRF’s shortcomings and the institutionalization and use of the GEF tracking tools and templates, ensuring that progress is clearly communicated and adaptive management is more effectively implemented. 2. **Communications:** While internal communications among project personnel, as well as communications between project personnel and key stakeholders for project planning purposes have generally been effective and make use of digital channels, the poor division of work and convoluted organizational structure is contributing to activities being carried out in a vacuum. The Project is beginning to engage in a robust program for external communications, anchored to a communication plan. |
| **Sustainability** | **Achievement Rating:**  **2: MODERATELY UNLIKELY (MU)** | * The project's sustainability is rooted in its alignment with Angola's national legislative and policy frameworks, supporting the country's agenda on wildlife protection and human-wildlife conflict management. However, the project's planning and execution have not been sufficiently consultative or inclusive, lacking engagement with key stakeholders such as government bodies, UN agencies, and conservation organizations, which has affected ownership and buy-in. Going forward, it is essential to assign key roles to national entities like INBC to foster shared ownership and accountability. * While capacity-building efforts have facilitated knowledge exchange among law enforcement and local communities, the project's sustainability is threatened by reliance on constrained national budgets, administrative hurdles, and insufficient commitment from all partners. * Social and cultural risks remain high due to delays in implementing alternative income-generating activities for local stakeholders, with hunting being a deeply rooted practice for subsistence. Awareness-raising sessions have been conducted, but it is unclear if these have led to changed perceptions. * Environmental sustainability is also uncertain, as community-based livelihood projects have not yet started. |

# ANNEX G: MTR MISSION ITINERARY

**Table 10: Itinerary of field missions**

|  |  |  |
| --- | --- | --- |
| ***Itinerary of Field Missions*** | | |
| **Day/Date** | **Location/**  **Venue** | **Item/Activity** |
|
| Monday  June 10, 2024 | Luanda | Meetings and interviews |
| Tuesday  June 11, 2024 | Luanda | Meetings and interviews |
| Wednesday June 12, 2024 | Travel to Malanje | |
| Malanje | Interviews |
| Thursday  June 12, 2024 | Travel to Capunda | |
| Capunda | Interviews |
| Malanje | Interviews |
| Travel to Malanje | |
| Friday  June 14, 2024 | Malanje | Interviews |
| Travel to Luanda | |
| Monday  June 17, 2024 | Luanda | Interviews |
| Tuesday  June 18, 2024 | Luanda | Interviews |
| Wednesday  June 19, 2024 | Luanda | Interviews |

# ANNEX H: LIST OF RESOURCES AND INFORMATION CONSULTED FOR THE MTR

**List of documents consulted**

PIM 5993 Angola GEF 6 Project Document

2022 AWP Illegal Wildlife Trade Project

2022-GEF-PIR-PIMS5993-GEFID9735

2023 AWP Illegal Wildlife Trade

2023-GEF-PIR-PIMS5993-GEFID9735

**Reports**

2021 Illegal Wildlife Trade GEF 6 Illegal Wildlife Trade Inception Report 21 Jul 2021

2021 Relatório da Implementação do Projecto Illegal Wildlife Trade 2021

2022 GEF 6 Relatório do Projecto Illegal Wildlife Trade, July - Dec 2022

2022 GEF Illegal Wildlife Trade Relatório Trimensal – INBC, March 2022

2022 Relatório da Implementação do Projecto Illegal Wildlife Trade, July 2021 - July 2022

2022 Relatório do Workshop sobre o Projecto Illegal Wildlife Trade em Cabinda, May 2022

2023 Relatório da Implementação do Projecto Illegal Wildlife Trade, February 2023

2023 UNDP Angola – Final Audit Report: Combating Illegal Wildlife Trade March 2023

2021 GEF Illegal Wildlife Trade Relatório Quadrimensal Dec 2021

2022 Relatório de Visita Reserva Nacional Luando Nº1, April 2022

2022 GEF 6 Relatório do Projecto Illegal Wildlife Trade, Dec 2022

2023 GEF 6 Relatório de Monitoria, July 2023

2023 Relatório de Monitoria Malanje, 3 July 2023

2023 Relatório Visita SAWC, 31 August - 02 September 2023

2024 Relatório Projecto Illegal Wildlife Trade, January 2024

**Products**

Plano visibilidade comunicação

Produto 1 - ESIAESMP

Produto 1 Maiombe

Produto 2 ESIAESMP Elaboração do Relatório ESIA

Produto 2 PN Maiombe ZSL

Produto I Plano para a Elaboração da Estratégia Nacional de Caça Furtiva

Produto II Estratégia Nacional da lei sobre Caça Furtiva

Produto III Estratégia e Plano de Acção Nacional de Aplicação da Lei para o Combate à Caça Furtiva e da Estratégia de Integração do Género no Projecto - Produto 3

Produto III Estratégia Nacional e Plano de Acção de Aplicação da Lei para o Combate ao Comércio Ilegal da Vida Selvagem 2025-2035

Sensibilização Conflito Homem Vida Selvagem Cacongo

Sensibilização Proposta da Campanha de Sensibilização - Não como Carne de Caça

Sensibilização Relatório de Trabalhos de Campo Novembro 2023

**ToR**

Campanhas de educação e sensibilização

Inventários de grandes mamíferos

TdR Base Reserva Nacional Luando

TdR Estratégia caça furtiva

TdR Estratégia integração género

TdR Formação formadores

TdR Posto de fiscalização PN Maiombe

TdR Provedor treinamento mentoria

**PRODOC Annexes**

Annex A: Multi-Year Work Plan

Annex B: Monitoring Plan

Annex C: Evaluation Plan

Annex D: GEF Tracking Tool

Annex E: Terms of Reference for the Project Board, Technical Committee, Project Coordinator, Project Assistant, and Responsible Parties

Annex F: Overview of Technical Consultancies

Annex G: UNDP Social and Environmental Screening Template (SESP)

Annex G1: Terms of Reference for Environmental and Social Impact Assessment (ESIA) and Environmental and Social Management Plan (ESMP)

Annex H: Stakeholder Communication and Involvement Plan

Annex I: Gender Analysis and Mainstreaming Plan

Annex J: UNDP Risk Log

Annex K: HACT micro assessment of the Implementing Partner (MINAMB/INBC)

Annex L: Standard letter of agreement between UNDP and the Implementing Partner for the provision of support services

Annex L1: Indicative Procurement Plan for the project

Annex M: Project Co-Financing Letters

Annex N: OFP GEF Letter

Annex O: UNDP Project Quality Assurance Report

Annex P: Landscape Profile Report

Annex Q: Capacity Assessment Scorecard for a Wildlife Crime Law Enforcement Agency – National Institute for Biodiversity and Protected Areas (INBC), Angola

Annex R: ICCWC Indicator Framework Report

Annex S: Brief Project Knowledge Management Strategy

Annex T: List of stakeholders consulted for the project development

Annex U: Validation Workshop Report

Annex V: GEF Core Indicators Angola

# ANNEX I: LIST OF INTERVIEWS

**Table 11: List of interviews**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| ***List of Interviews*** | | | | | |
| **Day/Date** | **Location/**  **Venue** | **Name** | **Stakeholder/**  **Role** | **MTR-Team** | |
| **Camillo Ponziani (TL)** | **Cristina Rodrigues** |
| Monday  June 10, 2024 | Luanda | * José Félix * Pinto Pedro Vunge * Cláudia Fernandes Aristófanes Pontes | * UNDP Angola Office * Project manager | In person | In person |
| Tuesday  June 11, 2024 | Luanda | * Miguel Xavier | * General Director, INBC | In person | In person |
| Luanda | * Aristófanes Pontes * Miguel Kinavuid * Clara Tembo | * PMU/Overall Project Management | In person | In person |
| Luanda | * Vladimir Russo | * Executive Director, Kissama Foundation | In person | In person |
| Luanda | * Manuela Carneiro | * UNODC Angola | In person | In person |
| Luanda | * José Félix | * UNDP | In person | In person |
| Wednesday June 12, 2024 | Malanje | * Jacinta Peres | * Province Director for Environment, Waste Management and Community Services, Government of Malanje Province | In person | In person |
| Thursday  June 12, 2024 | Capunda | * Domingos Vieira * José Domingos * António Baião | * Commune Administrator of Capunda * Province directorate of Environment officer * Commune Administration office chief | In person | In person |
| Capunda | * João Filipe da Fonseca Xavier (Fox) | * Kissama Foundation | In person | In person |
| Malanje | * Victor Paca | * - Administrator of the Cangandala National Park and RNL, Luando Natural and Integral Reserve | In person | In person |
| Friday  June 14, 2024 | Luanda | * Comissário João Cariqui * Celso * Santana | * Police Comandante * Second Comandante * Director of SIC * Operations Director | In person | In person |
| Luanda | * Ambrósio Chimanga * António Van-Dúnem | * Deputy Province General Attorney (PGR) * General Attorney Calandula + SIC | In person | In person |
| Luanda | * Mariana Moita * José Domingos Manuel * Laura da Costa * Ventura José Afonso | * Director of ADRA * GPAGRSC * Quela and EU project * Calandula field staff | In person | In person |
| Luanda | * Inocêncio Tchikunga * Fortunato Paulo | * Director ADPP * Pedagogic director ADPP | In person | In person |
| Monday  June 17, 2024 | Luanda | * Idalécio Cardoso * Emília Faria * Bernardete Gomes | * Director of Tax authority (Administração Geral Tributária – AGT) * Customs services technical staff * Customs services technical staff | In person | In person |
| Tuesday  June 18, 2024 | Luanda | * Subcomissário Neto | * SIC Luanda Province Director | In person | In person |
|  | Luanda | * Lucas Ramos dos Santos | * Deputy General Attorney, PGR | In person | In person |
| Wednesday  June 19, 2024 | Luanda | * Malaquias Tenente | * GEF focal point at MINAMB | In person | In person |
| Luanda | * Evaristo Waya | * ADPP | Online | Online |
| Luanda | * José SIlva | * Juventude Ecológica | Online | Online |

**The following foreseen interviews were not scheduled/held:**

State secretary MINAMB Ministério da Agricultura e Pesca – MINAGRIP

Procuradoria-Geral da República - PGR

Ministério Acção Social, Família e Promoção da Mulher - MASFAMU

Ministério da Defesa – MINDEF

Instituto Politécnico 31 de Janeiro

DG. Instituto de Desenvolvimento Local (Fundo de Apoio Social) – FAS

Director Geral do SIC

Governo da Província de Cabinda

Secretário Executivo, Secretariado da Iniciativa Transfronteiriça do Maiombe

Presidente, Rede Ambiental Mayombe

CEO, Fundação da Iniciativa de Protecção do Elefante - EPIF

Vice-Presidente, Associação Mukumbi Kumbi

Associação Green Tchiowa

# ANNEX J: MTR PRELIMINARY FINDINGS POWERPOINT SLIDES



# ANNEX K: CO-FINANCING TABLE

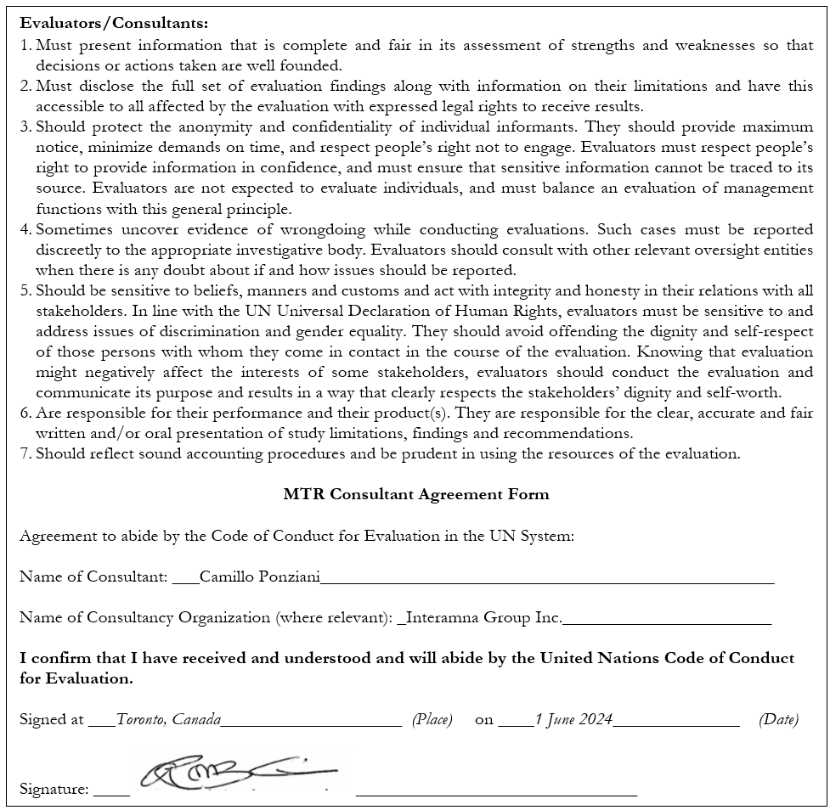
| ***Sources of Financing*** | ***Amount at CEO Endorsement***  ***US$*** | ***Type of co-financing*** | ***Amount at MTR (June 2024) US$*** |
| --- | --- | --- | --- |
| GEF Trust Fund | 4,103,800.00 |  | 1,611,198.80 |
| ***GEF Sub-Total*** | **4,103,800.00** |  | ***1,611,198.80[[38]](#footnote-39)*** |
| Government | 5,477,000.00 | In-kind | *?* |
| Kissama Foundation | 245,000.00 | Co-funding | *?* |
| KfW | 4,500,000.00 | Grant funding | *?* |
| ADPP | 4,032,000.00 | Grant funding | *?* |
| ICCF | 400,000.00 | In-kind | *?* |
| Stop Ivory/Elephant Protection Initiative | 346,934.00 | Grant funding | *?* |
| Total NGO | 9,523,934.00 |  | *?* |
| Private Sector | 6,000,000.00 |  | *?* |
| ***Co-Financing Sub-Total*** | ***21,000,934.00*** |  | ***?*** |
| **Project Total Project Value** | **25,104,734.00** |  | **?[[39]](#footnote-40)** |

# ANNEX L: LIST OF INDICATIVE INTERVIEW QUESTIONS

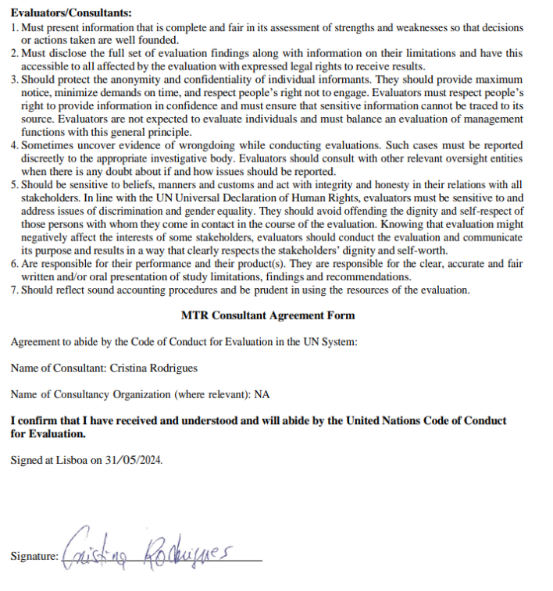
1. What has been the project’s main achievements so far as you see them?
2. Where are some of the areas in which the project can improve on in the next three years?
3. Tell me a little about your portfolio and how the project fits into the overall cluster of projects and strategy?
4. This project is about collaboration between different government entities and NGOs involved in tackling the illegal wildlife trade. How has collaboration improved so far under the project? What further collaboration is needed for the remainder of the project to achieve its objectives?
5. Do you know if the project helped inform the latest CPD document?
6. Do you believe the project is still relevant to the Indonesian context compared to when it was first designed? How so?
7. Are you aware of any lessons from other projects incorporated into the project design and project strategy? Please elaborate.
8. What support has been required by the UNDP-CO over and above its mandate in a NIM implementation?
9. What links have been developed with the Global Wildlife Program, if any?
10. How is the cooperation and communication with the RTA?
11. Do you have any concerns about the project to date and its trajectory?
12. How has COVID-19 disrupted activities and how has it been an opportunity for adaptive management?
13. What institutional / financial barriers do you envisage in the completion and/or sustainability of the project?
14. For you, what stands out in this project from other GEF projects in the GEF portfolio? Is there something special about it?
15. If you had the opportunity to redesign the project, what changes would you make?
16. Have there been issues related to co-financing?
17. Has exit planning / transition planning started?
18. Following conclusion of the project, what is the likelihood that adequate financial resources will be in place to sustain the project’s outcomes?
19. Is it expected that, upon conclusion of the project, stakeholder ownership will be sufficient to sustain the project’s outcomes?
20. How can the project advance the needs of women and community livelihoods?
21. How does the Project anticipate engaging with local communities in the second half of implementation? What strategies will be used to improve livelihoods and to reduce the lure of HWC?
22. Tell me about the processes and practices to manage the Project on a day-to-day basis (i.e., work planning, scheduling, risk management and reporting requirements)?

# ANNEX M: [UNEG CODE OF CONDUCT FORM](http://www.unevaluation.org/document/detail/100)

**Camillo Ponziani: Team Leader / Evaluator (International Consultant)**



**Cristina Rodrigues: Technical Specialist / Co-Evaluator (National Consultant)**



# ANNEX N: UPDATED GEF SCORECARD(S)

**No scorecards were updated for the MTR or provided to the consultants and therefore, cannot be annexed separately per MTR guidelines.**

# ANNEX O: ASSESSMENT OF SAMPLE DOCUMENTS

| **Document Name** | **Assessment Criteria** | | | | | | | **Remarks** (If any) |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Overall Tech. Quality**  **(1)** | **Consistency**  **(2)** | **Evidence of Stakeholder Engagement**  **(3)** | **Action Plan and Budget**  **(4)** | **Monitoring**  **(5)** | **Completeness**  **(6)** | **Status**  **(7)** |
|  | Low / Medium / High | Low / Medium / High | Low / Medium / High | Low / Medium / High | Low / Medium / High | Low / Medium / High | Approved / Not Approved |  |
| A – Plano de comunicação e visibilidade projecto combate ao comércio ilegal da vida selvagem e ao conflito entre homens e vida selvagens em Angola | Low. Not written in Angolan Portuguese and not revised for spelling and grammar. | Low. Activities indicated as PR are not all PR  Merchandising not classified as such | Low. Not indicated. | Low. Resources for activities not adequate/clear | Low. Not described. | Low. Incomplete indication of needed resources, especially for community activities | Approved | Not justified the objective of promoting ecotourism. |
| B – Diagnostico Social e Ambiental do Projecto Caça Furtiva (ESIA) e o Plano de Gestão Social e Ambiental (ESMP)  PRODUTO 1: Cronograma detalhado e metodologia de trabalho, September 2021 | Low. Not written in Angolan Portuguese and not revised for spelling and grammar. Unreadable in Portuguese. | Low. Very weak quality methodology description. | Low. Not indicated. | Low. Not indicated. | Low | Low. Only a description of methods and outputs, and a basic timeline. | NA | Does not follow the UNDP templates/guidelines. |
| C - Diagnóstico social e ambiental do projecto caça furtiva, April 2023 | Low. Could benefit enormously from language revision. | Low. Not well articulated, does not follow the templates or standards for EASIA/ESMP. | Low | NA | Low. Not indicated. | Low. Weak description of methodology for elaboration. | Approved | Unstructured narrative, conclusions and recommendations. |
| D – Elaboração da Estratégia e Plano de Acção Nacional de Aplicação da Lei para o Combate ao Comércio Ilegal da Vida Selvagem  Produto 1: Plano de trabalho e Cronograma de Actividades, October 2022 | Medium | Medium | Medium | Low | Low | Low | Approved | This is only a proposal to elaborate the Strategy, based on the ToR. |
| E – Estratégia Nacional e Plano de Acção de Aplicação da Lei para o Combate ao Comércio Ilegal da Vida Selvagem, February 2023 | Medium. References to legal framework. | Medium. Focused on existing legislation. | Low. Not indicated. | Medium. Plan included but not budget. | Medium. Indicators included in the table. | Medium. The Strategy is a single table. | Approved | Most of the document is about the legal framework. |
| F – Projecto de estratégia nacional e plano de acção de aplicação da lei para o combate ao comércio ilegal da vida selvagem, 2023  2033, June 2023 | Medium. References to legal framework. | Medium. Focused on existing legislation. | Low. Not indicated. | Medium. Plan included and budget. | Medium. Indicators included in the table. | Medium. The Strategy is a single table. | Approved | Same document as previous (E), with two chapters added: budget/implementation costs and institutional arrangements. With more pictures. |
| G – Anteprojecto de estratégia nacional e plano de acção de aplicação da lei para o combate ao comércio ilegal da vida selvagem 2025-2035 | Medium. References to legal framework. | Medium. Focused on existing legislation. | Low. Not indicated. | Medium. Plan included and budget. | Medium. Indicators included in the table. | Medium. The Strategy is a single table. | Not approved | Same document as previous (E), with two chapters added: budget/implementation costs and institutional arrangements. To be turned into a law. |
| H – Parque Nacional do Maiombe  levantamento de mamíferos de  grande e médio porte  PRODUTO 2: relatório do levantamento preliminar realizado em 2023 no PN Maiombe, December 2023 | Medium. At times unstructured information presented. | Medium. Some articulation and | High. Evidence and pictures included. | NA | NA | Medium. Some activities not done. | Approved | Report of the update mission and work for the assessment. |
| I – Parque nacional do Maiombe  levantamento de mamíferos de  grande e médio porte  PRODUTO 1: Apresentação do plano de trabalho, July 2023 | Medium. Would need more detail. | Medium. Would need more detail on objectives. | Medium. Qualitative methods indicated. | Medium. Budget not included. | NA | Medium. Some elements are missing. | Approved | Plan for the above-mentioned assessment in Maiombe. |
| J – Senssibilização conflito homem vida selvagem Cacongo Mukumbi | Low. Very poor quality. Incorrect use of language. | Low. Many incomplete spaces/information. | Low. Not indicated. | Low. Not indicated. | Low. Not indicated. | Low. Many incomplete spaces/information. | Approved | Incoherent and purposeless. |
| K – Campanha de consciencialização pública direccionada ao comércio ilegal de produtos da vida selvagem, ao consumo de carne de animais selvagens, ao conflito entre homem e vida selvagem e à degradação do habitat nas áreas do projecto à nível nacional | Low. Very short and incomplete proposal. | Low. Very short and incomplete proposal. | Low. Not indicated. | Medium. Very basic indications. | Low. Not indicated. | Low. Very short and incomplete proposal. | Approved | Proposal for an awareness campaign. |
| L – Relatório de trabalho do campo da formação de apicultura mês Novembro 2023 | Low. Very weak use of language. No revision made. | Low. Unclear objectives of what is stated as a report of activities. | Low. Not indicated. | NA | Low. Not indicated. | Low. Most of the information missing. | Approved | Not useful, most information with the status ‘being processed’. |

**Assessment Criteria:** 1) Overall Technical Quality – is the document technically sound and sufficiently covers key elements that one would expect; (2) Consistency – does the document n follow standard best practice and guidelines for a document of this type?; (3) Stakeholders Involvement – are the key stakeholders, including local communities and CBO support NGOs involved in preparation and implementation of the document?; (4) Action Plan & Budget – Does the document provide a detailed action plan and budget estimates, if this is relevant?; (5) Monitoring – does the document provide an M&E plan and articulate how its implementation will be monitored?; (6) Completeness – is the document still in draft shape?; and (7) Status – has the document been approved from a competent forum or governance body?

**Products**

Plano visibilidade comunicação

Produto 1 - ESIAESMP

Produto 1 Maiombe

Produto 2 ESIAESMP Elaboração do Relatório ESIA

Produto 2 PN Maiombe ZSL

Produto I Plano para a Elaboração da Estratégia Nacional de Caça Furtiva

Produto II Estratégia Nacional da lei sobre Caça Furtiva

Produto III Estratégia e Plano de Acção Nacional de Aplicação da Lei para o Combate à Caça Furtiva e da Estratégia de Integração do Género no Projecto - Produto 3

Produto III Estratégia Nacional e Plano de Acção de Aplicação da Lei para o Combate ao Comércio Ilegal da Vida Selvagem 2025-2035

Sensibilização Conflito Homem Vida Selvagem Cacongo

Sensibilização Proposta da Campanha de Sensibilização - Não como Carne de Caça

Sensibilização Relatório de Trabalhos de Campo Novembro 2023

**Reports**

2021 Illegal Wildlife Trade GEF 6 Illegal Wildlife Trade Inception Report 21 Jul 2021

2021 Relatório da Implementação do Projecto Illegal Wildlife Trade 2021

2022 GEF 6 Relatório do Projecto Illegal Wildlife Trade, July - Dec 2022

2022 GEF Illegal Wildlife Trade Relatório Trimensal – INBC, March 2022

2022 Relatório da Implementação do Projecto Illegal Wildlife Trade, July 2021 - July 2022

2022 Relatório do Workshop sobre o Projecto Illegal Wildlife Trade em Cabinda, May 2022

2023 Relatório da Implementação do Projecto Illegal Wildlife Trade, February 2023

2023 UNDP Angola – Final Audit Report: Combating Illegal Wildlife Trade March 2023

2021 GEF Illegal Wildlife Trade Relatório Quadrimensal Dec 2021

2022 Relatório de Visita Reserva Nacional Luando Nº1, April 2022

2022 GEF 6 Relatório do Projecto Illegal Wildlife Trade, Dec 2022

2023 GEF 6 Relatório de Monitoria, July 2023

2023 Relatório de Monitoria Malanje, 3 July 2023

2023 Relatório Visita SAWC, 31 August - 02 September 2023

2024 Relatório Projecto Illegal Wildlife Trade, January 2024

# ANNEX P: AUDIT TRAIL OF COMMENTS

**See file annexed separately once comments addressed.**

| **Author** | **#** | **Para No./ comment location** | **Comment/Feedback on the draft MTR report** | **MTR team**  **response and actions taken** |
| --- | --- | --- | --- | --- |
| ***Comments from body of Draft MTR Report*** | | | | |
| Claudia Fernandes |  | pg. iv | Please include the Project Information Table in this section. | No issues. Moved to Executive Summary. |
| Kaavya Varma |  | pg. iv | Hope these final numbers are available. | Final numbers - via CDRs or 2024 PIR - were not made available while completing final MTR Report. Checked the document repository on 27 and 28 December respectively and no supplementary information has been provided to be able to complete the financial information. This has been a recurring theme throughout the MTR and documentation has not been forthcoming. |
| Jose Felix |  | pg. 7 | This was a quite long period for MTR...please any acceptable justification for taking so long... | See additional text as follows “The elongated timeline for the completion of the MTR was largely due to personal issues faced by the MTR Team Lead, including (i) hospitalization of family member; (ii) limited bandwidth due to full-time job commitments; and (iii) break-in whereby the team leader’s property, including computer and drives were stolen. While this elongated time frame also allowed ample time for the project to provide requested documentation (i.e., CDRs and 2024 PIR), these did not materialize.”. |
| Kaavya Varma |  | pg. 7 | Having a footnote with exactly the names of each or referring to the relevant Annex with this information would be valuable | See footnote added referencing Table 1 and Annex I. |
| Carla Fernandes |  | pg. 8 | knowledge sharing and gender equality and women empowerment. | See additional text. |
| Jose Felix |  | pg. 8 | These docs will be made available for the final report | As of 27 and 28 December, nothing has been provided to the MTR consultant team either by email or uploaded to the document repository. |
| Kaavya Varma |  | pg. 8 | The expenditure as of 2024 would be important to have so the necessary missing documents must be provided to TE team asap | See comment above. Nothing provided to the MTR consultant team to complete the financial assessment. This has been a recurring and ongoing theme throughout the MTR. Even requests for the 2024 PIR--which would have at least had a consolidated 2024 expenditure--did not materialize. |
| Jose Felix |  | pg. 8 | If this rate is based on absence of the of docs, we are expecting the rate to change with availability of CDRs and PIR. | See comment above. We will not be reopening this rating. The MTR consultant team has been asking for financial details since the documents were uploaded to the repository in April, we kept on asking before our mission to Angola, during our mission, as part of the presentation of initial findings at the end of the mission, during the writing of the draft report and in mid-September when the 2024 PIR was submitted to the GEF Secretariat. As of 27 and 28 December, nothing has been provided to the MTR consultant team either by email or uploaded to the document repository. |
| Jose Felix |  | pg. 9 | At the end of the project it will be possible to assess the level of the impact... | Per MTR requirements (see guidance for conducting midterm reviews of UNDP-supported, GEF-financed projects), the MTR is supposed to assess the positive and negative, foreseen and unforeseen changes to and effects produced by a development intervention. In GEF terms, results / impact include direct project outputs, short- to medium-term outcomes, and longer term impact including global environmental benefits, replication effects, and other local effects. The consultant team feels it is too premature to do this at this juncture based on the progress seen to date. |
| Claudia Fernandes |  | pg. 18 | Recommended - 3-5 pages maximum | This section is currently 7 pages of which tables and figures take up 1.5 pages. The MTR consultant team has edited down slightly. Already the methodological approach has been annexed in appendix E, which leaves little room to cut down while still meeting UNDP requirements for this section. |
| Kaavya Varma |  | pg. 23 | Can you provide the reason for this? | See additional text. |
| Kaavya Varma |  | pg. 23 | Can you mention why? | See additional text. |
| Kaavya Varma |  | pg. 23 | Please mention by whom. | See additional text. |
| Kaavya Varma |  | pg. 23 | This can be included as a recommendation for improvement for UNDP Angola. | See new recommendation no. 16. |
| Claudia Fernandes |  | pg. 65 | This section is missing here. | See new section on Social and Environmental Safeguards. |
| Claudia Fernandes |  | pg. 67 | Missing Knowledge Management here | Added heading and additional text. |
| Claudia Fernandes |  | pg. 69 | Gender equality and women’s empowerment, disability and other cross-cutting issues should also be considered. | There is very little to glean from the project in terms of its approach to gender, women’s empowerment, disability and its engagement of other vulnerable groups such as the elderly. This is not a good case study from which to distill lessons from. |
| Claudia Fernandes |  | pg. 69 | Recommendations should address any gender equality and women’s empowerment issues and priorities for action to improve these aspects, also regarding to disability and other cross-cutting issues. | See recommendation 8, added a sentence on gender. However, gender is something the project has actually been doing reasonably well. It is the other activities that warrant course correction. Additional text as follows: Similarly, gender remains an area where more can be done, especially as the community projects get off the ground. The project should be cognizant with respect to being more inclusive to vulnerable groups including the elderly and disabled. |
| Claudia Fernandes |  | pg. 72 | Please, also consider problems or issues on gender equality and women’s empowerment, disability and other cross-cutting issues. | See addition to para 187. |
| ***Comments from PMU provided separately*** | | | | |
| PMU |  | pg. 11  Summary of conclusions | Outcome 1. It is important to highlight that it was not the PMU that chose not to support the Polytechnic Institute of the Environment but rather the General Director of INBAC; the construction of the administrative base of the Luando Integral Natural Reserve is included in result 2. | See update on pg. 11. and throughout the document. |
| PMU |  | pg. 11  Summary of conclusions | Outcome 2 The reserve inspectors will not be replaced, but rather absorbed by INBAC and added to the staff. They will receive training from December 2024. | We had discussed during the mission that some eco guards will be absorbed but not all. Please provide decision document that they will all be absorbed. |
| PMU |  | pg. 11  Summary of conclusions | Outcome 3 We agree. Actions aimed at this result are being programmed for the year 2025 | No change warranted. |
| PMU |  | Summary of conclusions | Output 4.3 This situation occurs because there is micro-management of the project by INBAC Management | No change warranted. The MTR consultants have already noted that PMU needs to be empowered. |
| PMU |  | pg. 11  Table 3: List of recommendations | MINAMB, INBAC | Changed throughout to MINAMB / INBC |
| PMU |  | pg. 59  IV. LESSONS LEARNED, RECOMMENDATIONS, AND CONCLUSION | Emerging lesson 1 - PMU fully agrees that there should be some flexibility in the project goals in order to be more realistic and achievable; | No change warranted. |
| PMU |  | pg. 59  IV. LESSONS LEARNED, RECOMMENDATIONS, AND CONCLUSION | **Proposed Emerging lesson** - The PMU must have access to all documents attached to the project document immediately upon completion of its contracting | Added. |
| PMU |  | pg. 59  IV. LESSONS LEARNED, RECOMMENDATIONS, AND CONCLUSION | Recommendation 1 - PMU agrees and has already started contact with project | No change warranted. |
| PMU |  | pg. 60  IV. LESSONS LEARNED, RECOMMENDATIONS, AND CONCLUSION | Recommendation 4 - PMU fully agrees | No change warranted. |
| PMU |  | pg. 60  IV. LESSONS LEARNED, RECOMMENDATIONS, AND CONCLUSION | Recommendation 5 - PMU fully agrees | No change warranted. |
| PMU |  | pg. 60  IV. LESSONS LEARNED, RECOMMENDATIONS, AND CONCLUSION | Recommendation 7 - PMU fully agrees | No change warranted. |
| PMU |  | pg. 60  IV. LESSONS LEARNED, RECOMMENDATIONS, AND CONCLUSION | Recommendation 8 - The PMU has updated the ToR and intends to hire consultants to prepare these instruments | No change warranted. |
| ***Comments from UNDP SESP Specialist*** | | | | |
| SESP Specialist |  | General | Ensure that the project's safeguards architecture is completed and compliant with the UNDP SES Policy (including revision of the SESP and SEP) and that implementation is carefully monitored - training on the UNDP SES Policy and support can be requested from the SES focal point in the Regional Bureau with support from the NCE safeguards team if required. | Reference is made to Recommendation 8 whereby the MTR consultants have already called out the SESP architecture and the need to ensure compliance with UNDP policy. No changes warranted. |
| SESP Specialist |  | General | Revise and update the ESIA and prepare an ESMP as indicated in the SESP. The Diagnostico Elaboração do Relatório -ESIA uploaded on July 4, 2023, is incomplete. It does not include a social impact assessment of affected communities. In general, it also lacks a methodology to assess the potential impacts. | See comment above. The MTR consultants have also indicated that the PMU is ill-equipped to address safeguards in a meaningful way and require outside assistance from a seasoned consultant. |
| SESP Specialist |  | General | Prepare a Livelihood Action Plan (LAP) to address economic displacement risks generated by project activities that restrict access to resources, as the SESP indicates. | See comment above. No changes. |
| SESP Specialist |  | General | Prioritize actions to operationalize the Grievance Redress Mechanism (GRM) soon after PIR. | See comment above. No changes. |
| SESP Specialist |  | General | Continue training law enforcement personnel with a strong human rights component. The training is expected to take place during the last two quarters of 2024. | See comment above. No changes. |
| SESP Specialist |  | General | Continue developing and implementing a communications strategy and regularly updating and monitoring the stakeholder engagement plan (SEP) to respond to changes in stakeholder interests, influence, and other shifts in the stakeholder landscape. | See comment above. No changes. |

# ANNEX Q: SIGNED MTR REPORT CLEARANCE FORM

**Midterm Review Report Reviewed and Cleared By:**

**Commissioning Unit:**

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**UNDP-GEF Regional Technical Advisor:**

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Based available data provided to the MTR consultants representing expenditure as of October 2023. No Combined Delivery Reports or latest Project Implementation Report for FY2024 were provided to the MTR consultants despite repeated requests. [↑](#footnote-ref-2)
2. Based on data / official government correspondence received on 2 January 2025. [↑](#footnote-ref-3)
3. Ibid. [↑](#footnote-ref-4)
4. The project is not systematically collecting, documenting or reporting on co-financing. Notwithstanding the MTR has received official correspondence indicating USD 2,834,990,08 (The average US Dollar to Angolan Kwanza exchange rate in 2024 was 1 US Dollar = 871.05 Angolan Kwanza). [↑](#footnote-ref-5)
5. Reference is made **Table 1** and to [**ANNEX I:** LIST OF INTERVIEWS](#_ANNEX_I:_LIST). [↑](#footnote-ref-6)
6. Per MTR guidelines, no rating is required for the project strategy at midterm. [↑](#footnote-ref-7)
7. As per UNDP/GEF guidelines, the project strategy is not subject to a rating or evaluation of achievement. [↑](#footnote-ref-8)
8. For further details on these recommendations, refer to these numbers as they appear in the text of the report in Section IV [↑](#footnote-ref-9)
9. https://erc.undp.org/pdf/Guidance\_Midterm%20Review%20\_EN\_2014.pdf [↑](#footnote-ref-10)
10. https://erc.undp.org/pdf/UNDP\_Evaluation\_Guidelines.pdf [↑](#footnote-ref-11)
11. [https://www.ge](https://www.gefieo.org/evaluations/gef-me-policy-2019)[fieo.org/evaluations/gef-me-policy-2019](https://www.gefieo.org/evaluations/gef-me-policy-2019) (page 5) [↑](#footnote-ref-12)
12. United Nations Evaluation Group, ‘[Integrating Human Rights and Gender Equality in Evaluations](http://www.unevaluation.org/document/download/2107)’ (United Nations Evaluation Group, 2014), p. 54. [↑](#footnote-ref-13)
13. INE (2020) Population Projection 2015-2050. [↑](#footnote-ref-14)
14. INE (2019) Final Report of the Survey on Expenditure and Revenue. IDREA – 2018/2019. Luanda: National Institute of Statistics. [↑](#footnote-ref-15)
15. Ministry of Planning. 2007. Angola 2025, Angola um País com Futuro, Estratégia de Desenvolvimento a Longo Prazo para Angola (2025). Luanda: Angola Ministry of Economy and Planning. [↑](#footnote-ref-16)
16. Resolution No. 1/10 approving the National Policy on Forests, Wildlife and Conservation areas dated on January 14, 2010. [↑](#footnote-ref-17)
17. NBSAP Angola 2007-2012. [↑](#footnote-ref-18)
18. Presidential Decision No. 81/15 creating the Interministerial Commission Against Environmental Crimes and related Wild Fauna and Flora, 29 September 2015. [↑](#footnote-ref-19)
19. Decree 112/15; MINAMB request to UNDP Angola to provide support for the 31st of January Wildlife School (Environmental Polytechnic Institute) in Menongue, May 31, 2016. [↑](#footnote-ref-20)
20. Decree 133/15, April 21, 2015. [↑](#footnote-ref-21)
21. Decree 38/11. [↑](#footnote-ref-22)
22. Institute for Forestry Development 2004. Angola – Recursos florestais e suas potencialidades. Brochure. Instituto de Desenvolvimento Florestal, Luanda, Angola. [↑](#footnote-ref-23)
23. USAID 2013. Angola Biodiversity and Tropical Forests: 118/119 Assessment. [↑](#footnote-ref-24)
24. Schlossberg S, Chase MJ, Griffin CR 2018. Poaching and human encroachment reverse recovery of African savannah elephants in south-east Angola despite 14 years of peace. [PLoS ONE](https://doi.org/10.1371/journal.pone.0193469) 13(3). [↑](#footnote-ref-25)
25. ‘[Status of elephant populations, levels of illegal killing and the trade in ivory: A report to the CITES Standing Committee](https://cites.org/sites/default/files/eng/com/sc/69/E-SC69-51-01-A.pdf)’ 69th meeting of the CITES Standing Committee; Hungerford, E. 2016. [Government bans trade of ivory in Angola](http://www.independent.co.uk/voices/campaigns/GiantsClub/government-bans-trade-of-ivory-in-angolaa6944486.html). The Independent, London, United Kingdom. [↑](#footnote-ref-26)
26. IUCN SSC Antelope Specialist Group. 2017. Hippotragus niger ssp. variani. [The IUCN Red List of Threatened Species 2017](file:///C:/Users/claudia.fernandes/AppData/Local/Microsoft/Windows/INetCache/Content.Outlook/.%20http:/dx.doi.org/10.2305/IUCN.UK.2017-2.RLTS.T10169A50188611.en). [↑](#footnote-ref-27)
27. Ron, T. 2015. Preliminary Assessment of eight National Parks and one Strict Nature Reserve for planning further Project and Government Interventions. Ministry of Environment, UNDP, EU, GEF. [↑](#footnote-ref-28)
28. Previously the National Institute for Biodiversity and Protected Areas (INBC) at project design. [↑](#footnote-ref-29)
29. Previously the Ministry of Culture, Tourism, and Environment (MCTA). [↑](#footnote-ref-30)
30. The National Consultant was not yet onboarded at this juncture and did not participate at this preliminary meeting. [↑](#footnote-ref-31)
31. As per UNDP/GEF guidelines, the project strategy is not subject to a rating or evaluation of achievement. [↑](#footnote-ref-32)
32. https://firms.modaps.eosdis.nasa.gov/data/download/DL\_FIRE\_M6\_14771.zip [↑](#footnote-ref-33)
33. UNDP, GoA, GEF (2021) Relatório Quadrimestral do Projecto “Combate ao Comércio Ilegal da Vida Selvagem e ao Conflito entre Seres Humanos e Animais Selvagens em Angola”. December 2021. [↑](#footnote-ref-34)
34. UNDP, GoA, GEF (2021) Relatório do Projecto “Combate ao Comércio Ilegal da Vida Selvagem e ao Conflito entre Seres Humanos e Animais Selvagens em Angola”. July-December 2022. [↑](#footnote-ref-35)
35. INBC (2023) Relatório de Implementação do Projecto, 9 de Fevereiro de 2023 (PPT). [↑](#footnote-ref-36)
36. Reported as Output 4.1 in the report. [↑](#footnote-ref-37)
37. As per UNDP/GEF guidelines, the project strategy is not subject to a rating or evaluation of achievement. [↑](#footnote-ref-38)
38. Based available data provided to the MTR consultants representing expenditure as of October 2023. No Combined Delivery Reports or latest Project Implementation Report for FY2024 were provided to the MTR consultants despite repeated requests. [↑](#footnote-ref-39)
39. The project is not systematically collecting, documenting or reporting on co-financing. Notwithstanding the MTR has observed there is in-kind co-financing but is not being quantified. [↑](#footnote-ref-40)