

# Mid-Term Review of Expansion and Strengthening of Angola's PA system (PIMS 4464)



Group of springboks posing on the park's grasslands. Namibe Province, 2016. ©UNDP Angola/G. Schroth

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GEF Project ID (PMIS#)	4589	CEO Endorsement Date:	24 July 2013
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Focal Area:	BD	MTR completion date	Draft May 2019; revised August 2019
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Other executing partners			

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## Acronyms and Abbreviations

ANAC	National Authority for the Management of Protected Areas (Mozambique)
ANGAP	National Authority for the Management of Protected Areas (Madagascar)
APR	Annual Project Report
AWP	Annual Work Plan
BAU	Business as Usual
CBNRM	Community-Based Natural Resource Management
CO	Country Office
CSC	Capacity (Development) Score Card
EA	Executing Agency
FSC	Financial Score Card
GEF	Global Environment Facility
IA	Implementing Agency
INBAC	National Institute for Biodiversity and Protected Areas Management
IW	Inception Workshop
M&E	Monitoring & Evaluation
METT	(PA) Management Effectiveness Tracking Tool
MINAMB	Ministry of Environment
MTR	Mid-term Review
NGO	Non-governmental Organisation
NIM	National Implementation Modalities
NRM	Natural Resource Management
PA	Protected Area
PAS	Protected Areas System
PIF	Project Identification Form
PIR	Project Implementation Report
PLERNACA	Plano Estratégico da Rede Nacional de Áreas de Conservação de Angola
PMU	Project Management Unit / Team
PPG	Project Preparation Grant
PSC	Project Steering Committee
QRA	Quality Assurance Report
RCU	Regional Coordinating Unit
RP	Responsible Party
RWCP	Range Wide Conservation Project for Cheetah and African Wild dogs
TFCA	Transfrontier Conservation Area
TOC	Theory of Change
TOR	Terms of Reference
UNDP	United Nations Development Programme
UNV	UN Volunteer
WCS	Wildlife Conservation Society
ZSL	Zoological Society London

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## Project information table

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Other executing partners			
<b>Project Financing</b>	<i>At CEO endorsement (US\$)</i>	<i>At Midterm Review (US\$)</i>	
[1] GEF financing	USD 5.800.000	USD 2.395.592	
[2] UNDP contribution	USD 500.000	USD 250.000	
[3] Government	USD 15.000.000	USD 7.5 Mio	
[4] Other partners	USD 690.400	Sareep and Triparte Maiombe – both were signed 2013 and are not operational any longer. Thus no co-financing from their sources materialised.	
[5] Total co-financing [2+3+4]	USD 16.190.400	7.750 Mio	
PROJECT TOTAL COST [1+5]	<b>USD 21.990.400</b>	<b>USD 10.145.292</b>	

## 1. Executive Summary

A standard UNDP GEF MTR was undertaken during January to March 2019. The MTR followed the UNDP and GEF guidance and standards. While the MTR has been conducted independently, it was co-planned with the UNDP Country Office in Luanda, Angola, the Project team and the Executing Agency (the Ministry of Environment – MINAMB; National Biodiversity and Protected Areas Institute - INBAC). Due to unplanned national holidays no formal debriefings took place, however individual meetings with UNDP and MINAMB/INBAC staff were conducted. Additional feedback and suggestions received from partners including the project beneficiaries were considered in the review.

### The purpose, objective, and scope of the review

The purpose of the MTR is to assess early signs of project success or failure, with the goal of identifying, if necessary, mitigative interventions.

This entails the following objectives:

1. Assess **progress** towards achievements of the project objectives and outcomes (results) as specified in the Project Document
2. Monitor **implementation** and **adaptive management** to improve outcomes
3. Early identification of **risks to sustainability**
4. To identify **supportive recommendations** for project success.

The scope of the MTR entails a document review, as well as stakeholder consultations and site visits of a selected sub-set of project sites. Out of the five PAs that are focus of component 2 of the project intervention (three main sites – Quiçama, Cangandala and Bicular National Parks – and two secondary sites – Maiombe National Park and Luando Strict Reserve – of which the latter was added at the Inception workshop), two sites, namely Bicular and Quiçama National Parks, were visited. Cangandala could not be visited due to time limitations.

### Project overview

The project has been designed to advance GEF Biodiversity Objective 1: Improve Sustainability of Protected Area Systems (BD1) and specifically Outcome 1.1 Improved management effectiveness of existing and new protected areas. Currently, the Angolan PA system has two main weaknesses: first, the system falls short in terms of its biogeographic representation with several terrestrial ecosystems currently under-represented; second, constituent PAs in the current system have sub-optimal management effectiveness and are not effectively mitigating the threats to ecosystems, flora and fauna. These weaknesses are formulated in the project as two specific barriers to effective conservation of biodiversity in Angola:

**Barrier #1:** At the PA system's level: Inadequate capacity at the central level for PA expansion coupled with underdeveloped financial frameworks for managing this system

**Barrier #2:** At the level of sites: lack of operational capacity and resources to effectively manage and mitigate the threats to Quiçama, Bicular and Cangandala National Parks

The project has been designed to address both barriers simultaneously. It aims to improve ecosystem representation in the PA system and strengthen PA management operations at key sites. The design furthermore envisages investments at the systems level, to strengthen the institutional foundations and financing framework for PA management.

The strategy to address these barriers entails the overarching **project goal** *to establish and effectively manage a network of protected areas to conserve representative samples of Angola's globally unique biodiversity.*

The **project objective** *is to enhance the management effectiveness – including operational effectiveness and ecosystem representation – of Angola's Protected Areas System with the due consideration for its overall sustainability, including ecological, institutional and financial sustainability.*

The project intervention is designed in two components with various outcomes and underpinning outputs:

#### **Component 1: Operationalising the PA expansion**

**Outcome 1:** The legal, planning, policy, institutional and financial frameworks for protected area expansion are strengthened

**Output 1.1:** The institutional capacity to plan and implement protected area expansion is established and strengthened

**Output 1.2:** A protected area expansion programme is effectively implemented

**Output 1.3:** The financial sustainability of the expanded protected area network is improved

#### **Component 2: Operationalising PA sites**

**Outcome 2:** Three existing National Parks are rehabilitated, and their management improved (Cangandala, Bicular and Quiçama)

Standard strategies and investments are planned and collated with site specific needs under three outputs:

**Output 2.1:** Rehabilitate and improve the management of Quiçama National Park

**Output 2.2:** Rehabilitate and improve the management of Cangandala National Park

**Output 2.3:** Rehabilitate and improve the management of Bicular National Park

The **intended measurable results** formulated in the project document include that the project will increase the coverage of terrestrial PAs in Angola to include 23 of the 32 mapped vegetation types (up from a baseline of 11 vegetation types covered). As a result, unique habitats that are currently not protected will be incorporated into the PAs. These ecosystems stand to be lost or degraded unless prompt action is taken to bring them under protection. The expansion will add approx. 9,050 sq. km to the existing PA estate, increasing the coverage from approximately 6.6% to 7.3% of the national territory. Through on-the-ground interventions planned under Component 2, the project will enhance the capacity of the PA authority to deliver PA functions, including management planning, monitoring, surveillance of malpractices and law enforcement. It will also address the needs of PA adjacent communities, for example by managing human-wildlife conflicts and developing activities that generate local socio-economic benefits.

The full Strategic Results Framework (May 2016) with progress towards the targets at MTR (2019) is included in Annex 1.

#### **Conclusions from the MTR**

Key conclusions from the MRT are summarized in the following.

##### **#1: Programme picked up and is progressing**

The MTR generally rates project implementation performance consistently higher than the last PIR (August 2018). There has been some good progress in implementation under both project components and high-quality deliverables



are being produced. INBAC can be very proud of these achievements, which largely have been unprecedented in Angola. With INBAC being a rather new government institution, it is gains like these that should bolster their profile in the wider ministerial context. The change around sites such as Bicuar National Park in a matter of years is impressive, and overall the calibre of staff, staff commitment and vision at the various sites is not to be underestimated. The project clearly is a positive injection to the target PAs and the fact that INBAC can now move forward towards identifying and proclaiming new PAs is an astounding success.

The MTR finds that there is a good chance that the GEF 5 project can still pick up further to complete the implementation in a very productive manner. The Project Management team at INBAC is functional and the support team at UNDP is technically very strong and jointly the management capacity is good. The rating on *Project Implementation & Adaptive Management* could easily accelerate further – which is encouraging. Especially given the difficult country context alone in terms of accessibility of sites, but also in terms of outdated policies, hierarchical institutional management systems, and political interference can hamper the work. It is described elsewhere that UNDP is applying strong oversight and Quality Assurance so that no corruption or mismanagement can happen. Despite the many difficulties, the project is being implemented largely to plan.

At this point much work has been conducted and activities not implemented yet have been pipelined – so no need to replan as financial resources are mostly earmarked; however, to ensure sustainability specific adaptive actions are suggested (see further conclusion and recommendations). It is apparent that the project strategy as laid out in the project document is very ambitious – and probably unrealistic in the context of Angola, even though it got very high ratings in the Quality Assurance Report (QAR). Barriers, threats and risks identified at project development stage seem still to be valid – with limited progress towards removing them.

## **#2: Sustainability is the key concern**

The biggest concern at the time of MTR is not project implementation performance per se, but rather sustainability. First, the Financial Sustainability Strategy under C1 has not been started yet, and this is critical to ensure investments can be maintained i.e. on the pilot sites of this project. It is noted that MINAMB has engaged separately from this project in some financial sustainability actions, such as that they have pipelined revisions within the Government Services including budget allocations and developed a strategy for co-management with technical guidance from Mozambique. A suite of “investor brochures” has been developed that offers the various PAs in Angola to potential co-management partners. Currently some scoping and negotiations are underway, including for Iona National Park, the focus of a previous UNDP GEF 4 intervention. However, the appeal of the PAs may be limited in comparison to other PAs in other countries looking for co-management partners – in areas where conservation of key habitat and species is a lot more advance and where e.g. the establishment of a thriving tourism industry is easier.

Secondly, investments made by the project i.e. at site level have focused on infrastructure such as the establishment of communication/radio systems which could have a long-term impact. These do have a hugely positive effect on the management of the conservation areas and likely can be maintained longer term without too much effort, until additional financial support comes along for further investments. It has been criticised by various interviewees that the (draft) Management Plans being developed for the PAs, although being very sophisticated, are simply too expensive and complicated to be implemented with the current funds available to the Parks/INBAC (in the absence of a donor). Similar problems were already raised after completion of the GEF 4 project in Iona National Park.

The fact that INBAC voices frustration that they have limited ownership over the project adds to the sustainability problems, as key staff do not fully embrace the project work and thus do not engage much. INBAC feels that their own capacity has been not much strengthened through the project (see more details under Conclusion #3). There is a frustration about the use of outside expertise, while INBAC aims to establish itself as a national authority. On the other hand, other conservation partners in Angola point out that INBAC should be a nimble facilitation hub coordinating expert support. They say that INBAC/Government needs to overcome fear of competition and seek out productive partnerships to assist Government in the effective implementation of the national conservation agenda. Such issues and discordances are not unique to Angola, and often Government institutions feel that NGOs and consultancies are competition and/or expensive in their services. However, such issues need to be addressed constructively to ensure ownership, engagement and in the end sustainability of the project intervention.

## **#3: Capacity support to INBAC should be rethought and a fresh approach be considered**

While the project implementation moves along quite nicely, when looking at performance on activities, outputs and budget spending, sustainability is questionable and severe discordance between UNDP and Government, i.e. INBAC is obvious. There is a need to work beyond these difficulties, identify a common vision and find practical ways ahead in project finalisation. The project still has about half of the budget available and a successful implementation can strengthen the conservation and PA management sector in Angola significantly. Mid-term of a project seems to be a good opportunity to re-think how ownership and capacity of INBAC can be strengthened with lasting positive impacts. While the project design was well conceived, investments may be needed now for some more institutional and individual support at INBAC. While there is a clear directive that GEF funds cannot be redirected to cover expenses that are not related to the project objective, some programming adjustments could potentially be made to ensure that INBAC has lasting gains from the project intervention. A joint conversation amongst project partners needs to be facilitated that identifies the most productive ways ahead. It is suggested that an impartial facilitator, potentially with expertise in conflict management could be leveraged for developing a joint management response to the MTR, starting the “2<sup>nd</sup> half” of the project on some positive footing (see Recommendations). Furthermore, it could be useful to engage a Technical Expert who would be based at INBAC and work closely with the team on advancing the project’s outcomes for the remaining project period. This could even be an internal appointee, who would be freed from her/his government duties to take on a more prominent project management role and be paid from the project for the remainder of the project lifetime, in line with existing UNDP and GEF rules and procedures. Alternatively, a sound outside technical capacity, national or international, could be sourced to work within INBAC on advancing the project and achieving the capacity building objective of the project. It is noted that financially, this may require some rethinking of the project approach and implementation as budget alignments may be necessary to free the needed financial resources.

#### **#4: Community engagement has not been advanced at all and remains critical**

As identified in the project document and as is evident throughout Africa, the key threats to PAs are land conversion and intrusion of local communities into the PAs. Grazing of livestock, collecting of wood and hunting of bushmeat are impacting on the PAs. These threats need to be adequately addressed, and it is strongly suggested that such threats can only be mitigated by strong community engagement strategies, and not by law enforcement and para-military approaches alone. While there are sites in Angola where elephants, primates and Giant Sable antelopes may have to be saved from professional poachers, these seem to be very localised and possibly rather tackled by an investment into nimble informer systems well embedded into a functional law enforcement and legal response. It seems that effective investments into community development can come a long way in also addressing the IWT pressures that may exist.

There has been extreme under-performance on the community management side of the project. With only half the project period remaining some strategic decisions need to be taken in terms of which strategic interventions would help advance the community engagement agenda in conservation in Angola. There seem to be so many barriers that it seems a drop on the hot stone to just implement one bee keeping initiative at one pilot site. While community encroachment is still the most significant threat to the PAs, no clear strategies are articulated in the new Management Plans<sup>1</sup> (as currently available) either. The conservation professionals in Government seem to think predominantly about law enforcement and even para-military training, where first and foremost community development and conservation education could become game changers. The GEF 4 project in Iona apparently faced already similar reluctance to enhance community activities, and there was no performance on related project components. It seems that there are many systemic, institutional and individual barriers to moving forward constructively.

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<sup>1</sup> The Management Plan for Cangandala and draft Management Plan for Quiçama were reviewed. Important components of the Management Plan for Bicular were available for review, but the part that would address community engagement is still missing, because the authors want to first get agreement on the zoning and then discuss what could be done in what zone which would be the link to the community engagement. It is noted that even the Cangandala Management Plan has not yet been formally approved. A Management Plan for Maiombe (inherited from GEF4) also has been contracted but not produced yet.

Recently, an analysis of the legal and institutional framework for community-based conservation and NRM in Angola was undertaken, supported by National Geographic and WWF. This review goes a long way in identifying opportunities and barriers to advancing community engagement in conservation more systematically in Angola. To date, the PA concept in Angola appears very focused on traditional law enforcement. There is a lot of potential rethinking the national conservation objectives and goals in the light of “PAs for development” – unlocking the potential for economic opportunities for local people.

Notably INBAC has passed some important policy in November 2018, which foresees that the park management teams draw from a much wider set of professional skills, including for community development. This is a clear indication that the thinking is going into the right direction. However, with limited financial resources it is not clear how the new structure will be implemented in such a way that it could effectively engage e.g. with the large number of communities surrounding the PAs. To give an example of Gorongosa National Park in Mozambique – about 25% of the park’s Annual Budget are spent on community and human development interventions in the buffer zone of the park, and some 150 people work in community outreach related positions!

## Recommendations

A set of concrete recommendations for further project implementation are made. These include:

- Corrective actions for the design, implementation, monitoring and evaluation of the project
- Actions to follow up or reinforce initial benefits from the project
- Proposals for future directions underlining main objectives

The recommendations should be reviewed and addressed in the mandatory management response to be developed based on the MTR.

Rec #	Recommendation	Entity responsible
A.	<b>Component 1:</b>	
A.1.	<p><b>Key recommendation: Fast track priority actions to proclaim and secure new PAs in parallel to ongoing baseline studies. Consider investments e.g. into key infrastructure needs at newly to be established PAs, even if not fully gazetted.</b></p> <p>Due to a late start of C1, the work on establishing new PAs is delayed and may not advance as fast as envisaged. To ensure that precious financial resources available from this project can benefit the new sites, key needs should be identified during the initial assessment work and commissioned, as appropriate, during the project lifetime, even if the PAs are not formally gazetted yet.</p>	INBAC
A.2.	<p><b>Key recommendation: Pursue Financial Sustainability Strategy as matter of priority.</b></p> <p>It would be worthwhile to invest into trying to find a suitable candidate to work on the Financial Sustainability Strategy. This is a key piece of work and requires the right approach to make it a success. Currently investment in Angola seems still very difficult, and e.g. the overall enabling environment for tourism is limited. Some decisive investments into policy changes even beyond MINAMB may be needed to unlock the potential. At this moment, current MINAMB strategies seem to disincentivize tourism in PAs – which is not helpful for establishing sustainable financing options. MINAMB has already started to look at examples for co-management – e.g. in Mozambique. This work could be furthered through this project.</p>	INBAC

	Alternatively, it might be more helpful to use the funds for concrete activities increasing the financial sustainability of certain parks part of the project, for example by promoting concessions or tourism opportunities, instead of doing another study. The best options should be considered by the project management team.	
A.3.	<p><b>Key recommendation: Promote and strengthen meaningful Community-engagement and benefits as part of a national strategy (and below under C2 as part of pilots)</b></p> <p>The remaining time for site level community engagement activities is very low. Practical and viable pilot projects should be developed as matter of priority. The recently prepared <i>Analysis of the legal and institutional framework for community-based conservation and NRM in Angola</i> should be furthered and integrated into Government and INBAC policy making. At a minimum (the project supported) PA management plans should include strong community engagement strategies.</p>	INBAC
A.4.	<p><b>Key recommendation: Rebuilding Eden – reconsider ecologically sound repopulation of PAs</b></p> <p>The various Park Management Plans all foresee some rehabilitation of the PAs, however some limitations seem to be in place in terms of reintroduction of game. These should be reconsidered and solved to allow for responsible and ecologically sounds conservation management actions to the extent that budget allows. Dedicated fund raising for such efforts should be considered. Only PAs that have appealing ecosystems, healthy game and biodiversity populations will attract investors and tourists, for example.</p>	INBAC
B.	<b>Component 2:</b>	
B.1.	<p><b>Key recommendations: Quiçama</b></p> <p>The draft Park Management Plan has currently a very limited Community engagement section. While it is appreciated that an unpublished draft was available for review only, it is recommended that attention be placed to developing such a section.</p> <p>Priorities from the Management Plan should be reviewed in the light of catalysing financial sustainability. As such i.e. the current tourism concession should be rethought. Overall key priorities emerging from the Management Plan should be discussed by relevant partners and stakeholders and a practical multi-stakeholder implementation plan be developed, so that the plan does not simply end up on a book shelf.</p>	INBAC
B.2.	<p><b>Key recommendations: Cangandala – Luando</b></p> <p>As mentioned in the review text, there are certain political tensions between INBAC (responsible for Cangandala National Park) and the Presidential Initiative on the Giant Sable in Luando Special Reserve, which need to be addressed. While Luando Strict Reserve was included in the project at the Inception workshop (it was not in the original design) and can receive funds, this has only happened to a very limited extent. From the point of view of the MTR, it is strongly recommended to act on the Management Plan and Inception meeting requests to manage the Giant Sable as a Meta population. This in turn would mean that the Luando Strict Reserve should be recipient of funding critical to improve the</p>	INBAC

	<p>protection of the critically endangered Giant Sable Antelope under this GEF 5 project.</p> <p>The Community engagement section in the Management Plan is very limited and should be strengthened. A multi-stakeholder implementation plan should be developed based on the Management Plan, with key responsibilities assigned to willing partners, such as local Government, community organisation that may exist in the area etc.</p> <p>Furthermore, it is noted that Luando has until now been managed by a “partner”, Fundação Kissama, with no INBAC staff being present in the Reserve. The challenge now is to integrate Luando into the Government system of PAs, with assignment of paid staff and a decent budget etc.</p>	
B.3.	<p><b>Key recommendations: Bicular</b></p> <p>The honey making/ bee husbandry community project pre-scoped should be prioritised as one pilot project that hopefully will help unlock some enthusiasm for further community projects. This should be linked to the development of a national level strategy on PAs and community development as set out in recommendations A3 and also linked to the exchange visit proposed under A5. Gender considerations must be included and reported on.</p> <p>Furthermore Bicular has a lot of potential for national tourism (e.g. from Lubango) and the creation of a simple tourism infrastructure – building on the example of Iona NP – should be prioritised as a measure of financial sustainability for the Park.</p>	INBAC
B.4.	<p><b>Key recommendations: Maiombe</b></p> <p>Maiombe is a unique ecosystem in Angola. Few activities were identified for the park, especially as co-financing partners identified at project design already completed their actions on site ahead of the GEF 5 project, which was delayed. Priority follow-up actions should be implemented i.e. through the GEF 6 IWT project, for which Maiombe and Luando are the two project sites.</p>	INBAC
B.4.	<p><b>Key recommendation: Pilot investments generally</b></p> <p>INBAC should develop plans for each target PA with a vision which key actions they can implement and support after the project from their ongoing government funding and maybe additionally leveraged support. This needs to go hand in hand with prioritising the activities from the Management Plans and developing implementation plans with multi-stakeholder roles and responsibilities. INBAC needs to move the current (largely draft) “paper” Management Plans into action.</p>	INBAC
C.	<b>Project Implementation &amp; Adaptive Management</b>	
C.1.	<p><b>Key recommendation: Convene the Project Board</b></p> <p>No Project Steering Committee is in place. While it may be of limited use to set up a Steering Committee so late into project implementation, the Project Board needs to be formalised and conducted with senior representatives of UNDP and INBAC/MITADER, and the competent country</p>	Project Board
C.2.	<p><b>Key recommendation: Rethink approach to capacity strengthening support to INBAC.</b></p> <p>As contextualised in the conclusion section, especially conclusion # 2 and #3 it is recommended to re-think how ownership of the project and</p>	Project Board

	<p>capacity of INBAC can be strengthened sustainably. The following suggestions are made:</p> <ol style="list-style-type: none"> <li>1. <i>Facilitate a joint visioning amongst project partners:</i> A joint conversation amongst project partners needs to be facilitated that identifies the most productive ways ahead. It is suggested that an impartial facilitator, potentially with expertise in conflict management be engaged.</li> <li>2. <i>Identify current key priorities of INBAC/Government:</i> It is critical to ensure INBACs needs are addressed by the project. INBAC, potentially with the help of an impartial facilitator, review the project document and suggest constructive alignments, with the overall project intentions as the focus and within the scope of GEF/UNDP rules.</li> <li>3. <i>Develop a strong and joint Management Response to the MTR:</i> Such discussions (point 1 &amp; 2) can be leveraged for developing a joint management response to the MTR, starting the “2<sup>nd</sup> half” of the project on a new footing.</li> <li>4. <i>Leverage stronger in-house capacity at INBAC for project engagement and leadership:</i> Suitable internal or sound outside technical capacity, national or international, could be sourced to work within INBAC on advancing the project and achieving the capacity building objective of the project. This may require some project adjustments as the remaining budget is limited.</li> </ol>	
C.3.	<p><b>Key recommendation: Seek inspiration from south-south exchanges – i.e. Gorongosa National park, Mozambique: People and Parks; restoration and resilience</b></p> <p>It is recommended to organise a group visit to Gorongosa National Park in Mozambique, which is renowned for implementing an integrated park conservation and buffer zone human development programme. The purpose would be to pave the way for policy changes and strategy development at a decision maker level. Trip participants should be selected accordingly and a relevant agenda be developed. Both INBAC and UNDP should be closely involved in this activity.</p>	INBAC
D.	Sustainability	
D.1.	<p><b>Key recommendation: need to focus a lot more strongly on managing project for sustainability</b></p> <p>The project board needs to review carefully the current threats to sustainability in the project and make relevant commitments and adjustments to the remaining project implementation. If the project is being implemented as “Business as Usual” it will achieve nice activities and outputs, but will likely have limited lasting impact.</p> <p>It is noted that the project board (UNDP and INBAC) has not formally met and no Steering Committee is in place currently. It is therefore recommended that the Project Board meet at least twice a year.</p>	Project Board
E.	Gender	
E.1.	<p><b>Key recommendation: Formalise gender tracking and reporting</b></p> <p>First of all, apply best practices to gender considerations in the community engagement work i.e. the proposed bee / honey activity in Bicuar National park. But generally, expand on the gender reporting as part of regular reports. Already some efforts in this respect are made in</p>	UNDP

	<p>the PIRs where gender is an important consideration, but no formal gender strategy for the project has been found and gender has not been mentioned as part of the GEF 5 project document once (this was not compulsory at the time). Both UNDP Environment Unit as well as INBAC should consider to think about developing some sort of gender policy. It is of course noted that in the absence of meaningful community engagement so far this has been on a back burner. It might be useful to introduce some gender awareness activities with the project management and support teams at INBAC and UNDP and in all PAs.</p>	
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## Rating

*MTR Ratings & Achievement Summary Table for*

Measure	MTR Rating	Achievement Description
<b>Project Strategy</b>	N/A	
<b>Progress Towards Results</b>	<p>Objective</p> <p>Achievement Rating: 4 Moderately Satisfactory (MS)</p> <p>The objective/ outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.</p>	<p><b>The project objective is to enhance the management effectiveness - including operational effectiveness and ecosystem representation - of Angola's Protected Area System, with due consideration for its overall sustainability, including ecological, institutional and financial sustainability.</b></p> <p>Despite difficulties, the project is moving forward and in terms of achieving its set targets some promising progress can be observed. If implementation continues – and some of the major difficulties that surround the project can be resolved through i.e. addressing the key recommendations arising from the MTR, the project has potential to have positive impacts on the management of Angola's PAs. INBAC should be proud of the project and its delivery of some very sound conservation work. Having three of Angola's major PAs equipped with reputable baseline information such as animal surveys and well thought through management plans (currently drafts), as well as with supporting operational equipment and infrastructure is a good way forward. Notably all three target PAs have significantly increased their METT score at time of the MTR. Three additional PAs are in the process of being established and two additional conservation areas (Luando and Maiombe) are being touched by the intervention. Management capacities at the site level have been supported and could become sustainable to some extent. A strong focus on supporting INBAC and strengthening the in-house capacities is needed to help achieve the intended long-term outcomes of the project.</p>
	<p>Component 1</p> <p>Achievement Rating: 4 Moderately Satisfactory (MS)</p> <p>The objective/ outcome is expected to achieve most of its end-of-project targets but with</p>	<p><b>Outcome 1: The legal, planning, policy, institutional and financial frameworks for protected area expansion are strengthened</b></p> <p>After an initial delay of activities under this outcome, it now seems to have gained some good momentum. Three areas that will be formally gazetted as new PAs have been identified and relevant technical work is about to start. INBAC will have to be fully involved (or proactively involve itself and show an interest) in the process and take on assertive leadership, as this is likely that through the implementation delays the intended targets of delivery will not be fully achieved.</p>

	significant shortcomings.	INBAC should be proud of its ability to direct quality work with key partners in a very difficult country context in this regard. It is noted that the work on financial sustainability for Angola's PAs is critical. While some work has been advanced within MINAMB i.e. on looking at co-management options for the PAs of Angola, an a lot more diversified and comprehensive sustainable financing strategy targeting national and international sources is needed. Notably to make Outcome 2 of this project sustainable, identification of sustainable financing is a key need as well.
	<p>Component 2</p> <p>Achievement Rating: 4 Moderately Satisfactory (MS)</p> <p>The objective/ outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.</p>	<p><b>Outcome 2:</b> <i>Three existing National Parks are rehabilitated and their management improved</i> (Cangandala, Bicular and Quiçama)</p> <p>It is noted that <b>Outcome 2</b> is very ambitiously and even misleadingly formulated – and perhaps it should be rephrased. It is clear that the project will not lead to the outcome of full rehabilitation within the project lifetime and with the limited resources availed. However, the project likely will achieve many of the targets set out in the various indicators of the SRF, especially if relevant adaptive management will be practiced and continued support can be granted.</p> <p>Within the scope of the project activities, a lot has been achieved. Local PA site specific capacities have been strengthened, quality surveys have been conducted, and impressive management plans have been drafted/ are in advanced stages of preparation for Cangandala, Quicama and Bicular. However, some disconnects remain, and a key frustration for INBAC is that they feel that their own capacity has not been strengthened sufficiently to continue such work. With the limited budget the institution has from government coffers, not even technical partnerships of the quality facilitated by this project can be conducted. Let alone can the Park Management Plans be implemented. The more it is important to now advance the financial sustainability activity under C1, to ensure that the project investments will indeed be lasting.</p> <p>The most significant short coming is that almost no community engagement activities have been implemented and even the crafted draft Management Plans currently make very limited provision for such work.</p>
<b>Project Implementation &amp; Adaptive Management</b>	<p>One overall rating for all seven (management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications)</p> <p>Achievement Rating:</p>	<p>In many ways this rating could even be a rating of Satisfactory (S) to Highly satisfactory (HS). The project has established excellent project management systems by the UNDP support team, and there are next to no lapses in terms of project administration. Some innovative project management tools have been designed and are being implemented. Technically, the project delivers to high standards. And still – project implementation faces a lot of obstacles. The working relationship between the management levels of INBAC and the UNDP support team, must be improved to bring the project efforts to fruition. Several recommendations in this regard are made as part of the MTR, including to consider a more engaged mentoring role that the project can play within INBAC.</p>



	<p>4 Moderately Satisfactory (MS)</p> <p>Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.</p>	<p>Notably, the project is currently managed strongly focused on activities and financial resources, over the intended project impacts may need to come back into focus.</p>
<b>Sustainability</b>	<p>2 Moderately Unlikely (MU)</p> <p>Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on</p>	<p>Almost rated as (1) Unlikely: Severe risks that project outcomes as well as key outputs will not be sustained. At time of the MTR sustainability issues are the Achilles heel of the project. Mediating actions need to be put into place to avoid that the project ends like the Iona project, where after project end many achievements allegedly could not be sustained. INBAC needs to be able to assert more ownership over the project while picking up more of its responsibilities. UNDP and INBAC need to ensure that they develop a very positive, forward looking and active working relationship for the remainder of the project implementation period to achieve the project aims.</p>

## 2. Introduction

A standard UNDP GEF MTR was undertaken during January to March 2019. The MTR followed the UNDP and GEF guidance and standards set out in documents such as:

- UNDP, 2014. Guidance for Conducting Midterm Reviews of UNDP-supported, GEF-financed Projects

Further the following was considered:

- The 2012 Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-financed Projects;
- The 2009 revised UNDP Handbook on Planning, Monitoring and Evaluating for Development Results, which provides UNDP programming units with practical guidance and tools to strengthen results-oriented planning, monitoring, and evaluation in UNDP;
- The GEF Monitoring and Evaluation Policy (revised version approved by the GEF Council in November 2010). This policy mandates the strengthening of the evaluation role of the GEF Operational Focal Points.

While the MTR has been conducted independently, it was co-planned with the UNDP Country Office in Luanda, Angola, the Project team and the Executing Agency (the Ministry of Environment – MINAMB; National Biodiversity and Protected Areas Institute - INBAC). Due to unplanned national holidays no formal debriefings took place, however individual meetings with UNDP and MINAMB/INBAC staff were conducted. Additional feedback and suggestions received from partners including the project beneficiaries were considered in the review.

### Overview of the midterm review approach

#### *The purpose, objective, and scope of the review*

The purpose of the MTR is to assess early signs of project success or failure, with the goal of identifying, if necessary, mitigative interventions

This entails the following objectives:

5. Assess **progress** towards achievements of the project objectives and outcomes (results) as specified in the Project Document
6. Monitor **implementation** and **adaptive management** to improve outcomes
7. Early identification of **risks to sustainability**
8. To identify **supportive recommendations** for project success

The scope of the MTR entails a document review, as well as stakeholder consultations and site visits of a selected sub-set of project sites. Out of the five PAs that are focus of component 2 of the project intervention (three main sites – Quiçama, Cangandala and Bicuar National Parks – and two secondary sites – Maiombe National Park and Luando Strict Reserve – of which the latter was added at the Inception workshop), two sites, namely Bicuar and Quiçama National Parks, were visited. Cangandala could not be visited due to time limitations.

#### *The MTR approach*

An initial review of relevant project documents was conducted in preparation of the Inception Report and later, on a needs-basis, further deepened. The full list of documents reviewed is provided in Annex 9. As such all GEF documents such as the PIF, PAD, TT PIR/APR and project reports were reviewed, as well as specific project outputs prepared. The in the project document presented Theory of Change (TOC) based the foundation for the MTR.

The consultative part of the MTR was conducted mostly through individual and group interviews, based on a semi-structured interview schedule. Discussions with key informants were adjusted according to which role they play in

the project and which component and outputs are particularly relevant to them. Interviews were stringed to identify if the TOC is adequate and if the project is delivering supportive results. Based on the findings, some recommendations are made, further reinforcing the TOC for further implementation. All assessment areas/ review criteria for the MTR (see below) were inquired about and evidence of performance sought.

### *The principles and criteria used for selection of interviewees and field site visits*

Interviewees were selected based on their participation and role in the project to date. A sub-set of project sites was selected, based on the level of investments in these areas to date, and promising the greatest learning potential. Geographical location was an additional selection criterion to facilitate travel.

Feedback on progress on Cangandala National Park, which could not be visited were reported on by the project team to reflect progress of implementation. A telephonic interview with a representative of the Presidential Initiative for Luando Strict Reserve, bordering Cangandala took place.

A list of people consulted is included in Annex 8.

### *Limitations of the MTR*

Generally, a relatively small number of beneficiaries were interviewed, mostly because the planned community engagement activities have not been very advanced during the first half of project implementation. Additionally, not all sites could be visited during the MTR.

Several individuals at MINAMB/INBAC were not available for an interview during the country mission, however, additional telephonic interviews were conducted after the first draft MTR report was reviewed to further investigate matters arising from the review.

## **3. Project description and Background context**

The project has been designed to advance GEF Biodiversity Objective 1: Improve Sustainability of Protected Area Systems (BD1) and specifically Outcome 1.1 Improved management effectiveness of existing and new protected areas. Currently, the Angolan PA system has two main weaknesses: first, the system falls short in terms of its biogeographic representation with several terrestrial ecosystems currently under-represented; second, constituent PAs in the current system have sub-optimal management effectiveness and are not effectively mitigating the threats to ecosystems, flora and fauna. These weaknesses are formulated in the project as two specific barriers to effective conservation of biodiversity in Angola:

**Barrier #1:** At the PA system's level: Inadequate capacity at the central level for PA expansion coupled with underdeveloped financial frameworks for managing this system

**Barrier #2:** At the level of sites: lack of operational capacity and resources to effectively manage and mitigate the threats to Quiçama, Bicular and Cangandala National Parks<sup>2</sup>

The project has been designed to address both barriers simultaneously. It aims to improve ecosystem representation in the PA system and strengthen PA management operations at key sites. The design furthermore envisages investments at the systems level, to strengthen the institutional foundations and financing framework for PA management.

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<sup>2</sup> Also applicable to Maiombe and Luando.

The strategy to address these barriers entails the overarching **project goal** *to establish and effectively manage a network of protected areas to conserve representative samples of Angola's globally unique biodiversity.*

The **project objective** is *to enhance the management effectiveness – including operational effectiveness and ecosystem representation – of Angola's Protected Areas System with the due consideration for its overall sustainability, including ecological, institutional and financial sustainability.*

The project intervention is designed in two components with various outcomes and underpinning outputs:

#### **Component 1: Operationalising the PA expansion**

**Outcome 1:** The legal, planning, policy, institutional and financial frameworks for protected area expansion are strengthened

**Output 1.1:** The institutional capacity to plan and implement protected area expansion is established and strengthened

**Output 1.2:** A protected area expansion programme is effectively implemented

**Output 1.3:** The financial sustainability of the expanded protected area network is improved

#### **Component 2: Operationalising PA sites**

**Outcome 2:** Three existing National Parks are rehabilitated, and their management improved (Cangandala, Bicular and Quiçama)<sup>3</sup>

Standard strategies and investments are planned and collated with site specific needs under three outputs<sup>4</sup>:

**Output 2.1:** Rehabilitate and improve the management of Quiçama National Park

**Output 2.2:** Rehabilitate and improve the management of Cangandala National Park

**Output 2.3:** Rehabilitate and improve the management of Bicular National Park

The **intended measurable results** formulated in the project document include that the project will increase the coverage of terrestrial PAs in Angola to include 23 of the 32 mapped vegetation types (up from a baseline of 11 vegetation types covered). As a result, the species-rich moist lowland, escarpment and montane forests will be incorporated into the PA system, among other unique habitats that are currently not protected. These ecosystems stand to be lost or degraded unless prompt action is taken to bring them under protection. The expansion will add 9,050 sq. km to the existing PA estate, increasing the coverage from approximately 6.6% to 7.3% of the national territory. Through on-the-ground interventions planned under Component 2, the project will enhance the capacity of the PA authority to deliver PA functions, including management planning, monitoring, surveillance of malpractices and law enforcement. It will also address the needs of PA adjacent communities, for example by managing human-wildlife conflicts and developing activities that generate local socio-economic benefits.

The full Strategic Results Framework (May 2016) is included in Annex 1, with an initial review of progress towards the project targets at MTR stage.

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<sup>3</sup> Expanded to Maiombe and Luando.

<sup>4</sup> Ibid – includes Maiombe and Luando.

## The Theory of change

The project design was constructed at Project Design stage. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point of time. However, the Design Quality Assurance report for the project identified that this was backed only with limited evidence.

The project focuses on PA restoration and sustainable finance as two key aspects. It was noted that at time of project design there was limited evidence of what works in the context of Angola.

At time of MTR it can be confirmed that the project clearly embraces a logical TOC. The strategies have been well identified to match the TOC. However, Angola has been undergoing some political changes and staff changes at INBAC have been frequent. The assumptions made and risks identified as part of the TOC are valid. It appears that the Risk Mitigation measures put into place have not moved the progress of the project fully forward. Some of the difficulties in project implementation seem to be linked to individuals and at this point there seem to be few systemic changes to the TOC that would really change the pathway and success of the project.

It is noted that at time of the MTR some good progress has been made in terms of PA restoration at target sites – or at least the way for it is being paved. What is currently missing is a vision for continuity on the started path – which most likely depends on the sustainable finance activity under Component 1, which has not been implemented to date.

## 4. Findings

### 4.1. Project strategy

#### Project Design

The project design is based on strong logical design elements and technical detail. In the Design Quality Assurance Report it received a “highly satisfactory” rating. It is based on a plausible Theory of Change, identified relevant barriers and risks. Two outcomes are formulated to address these barriers, and a detailed set of outputs and underpinning activities are incorporated to achieve the outcomes. However, it is also clear that the project design has been very ambitious.

While the project design of Component 1 follows the National Plan for the Establishment of New Protected Areas (PLERNACA), delivery on PLERNACA is difficult for INBAC. The PLERNACA sets out an ambitious plan of establishing new PAs – which in any country in the world is a difficult undertaking. It is not surprising that the overall government wide support to such an expansion of the PA network faces some difficulties and resistance, and simply takes time. The project design is very optimistic and determined that the new gazettment of PAs can be achieved - a target not easy to reach.

Related to Component 1, the project document identifies a political risk of *“Capacities at different levels of government increase at a slower pace than required by the needs of the PA system”*, and the risk is rated to be high. At MTR stage it is apparent that the GEF 5 project faces implementation short comings linked to this specific risk. While Government appreciates the importance of the GEF 5 project and its approach, the Government capacity to decisively move ahead with the implementation of the PLERNACA and related PA management interventions is relatively slower. This impacts on project delivery.

While the project was designed as a capacity building initiative for INBAC, INBAC staff have been particularly frustrated as they feel their capacity is not being strengthened as envisioned. While project outputs such as

investments into improving the GIS capacity of INBAC and developing strong PA Management Plans for the target PAs have all been welcomed, still INBAC staff feels that the project should help address more needs of INBAC and help strengthen the institution instead of following strictly the project design template.

In essence, the project design is of high quality and national partners have repeatedly mentioned that it is in line with the country's conservation vision and priorities, however, the strategies are not fully aligned with the country realities and capacities – which is a difficult starting point for success. Further the project implementation should be more adaptive and address the current INBAC priorities and needs and evolve over time instead inflexibly sticking to a narrowly interpreted project document.

It is noted that no specific gender considerations were included in the project design. As GEF 5 project, limited guidance for systematic gender mainstreaming existed. The QAR made similar observations.

## **Results Framework/Log frame**

The Strategic Results Framework (SRF) is logical and still fits the problems and barriers addressed by the project at time of the MTR. The split into two components is clear, and the formulated outputs can strategically deliver on the intended outcomes. The selected indicators are suitable and are trackable. The set targets are logical. With the PLERNACA as a foundation document, a good baseline understanding as well as identifiable targets have been set for C1. Albeit, as already described in the previous section, the intentions are ambitious and critical emerging priorities at INBAC are not considered.

An adjustment was made to the project design during the inception meeting (06 October 2016), which affects the SRF: Addition of Luando & Maiombe PAs (incl. cost implications) – notably the SRF was not updated following the Inception meeting. The indicators and targets can incorporate results from the two sites in any event, but not METTs were established for the additional sites.

## **4.2. Progress towards results**

### **Delivery of outputs and activities**

The UNDP support team has developed a very helpful M&E tool tracking progress towards implementation of activities and achievements of outputs. It also tracks expenses effectively. See Annex 2 for tracking of activity progress towards achieving outputs.

The below review of delivery of outputs and activities is based on the current management tracking tool, the PIRs of 2017 and 2018, and interviews and site visits by the MTR consultant.

### **Component 1. Operationalising the PA expansion**

#### ***Strengthening the legal, planning, policy, institutional and financial frameworks for protected area expansion***

*Output 1.1 The institutional capacity to plan and implement protected area expansion is established and strengthened*

- A project management team was set up at INBAC, including several technical officers. UNDP invested into additional capacities at their own offices, including a UNV who is responsible for supporting the GEF project.
- Office set-up was supported by the project, and relevant equipment including vehicles were procured according to plan.
- Some trainings were delivered/accessed i.e. on GIS; however overall the capacity at INBAC seems to have been only marginally supported. This is probably for a variety of reasons, such as changes in staff esp. senior management, limited integration of project activities into the overall INBAC activities, some apparent

disagreements between MINAMB/INBAC and the UNDP team, which has led to certain resistance and lack of collaboration (this point is elaborated on further in later sections of the review).

- While initially some progress was made on the technical deliverables foreseen under this output, much of this work stalled after the departure of the first Project Director (Director of INBAC) shortly after project start. The priorities of the new leadership at INBAC have been to strengthen existing PAs instead of establishing new ones – especially in the absence of more government budget support to PA management. Since then until August 2018, almost no progress was achieved on the technical activities foreseen under component 1. Since August 2018, some new developments have come to fruition and three new PAs to be established have now been confirmed as (1) Serra Pingano, (2) Floresta da Kumbira and (3) Morro do Moco (Table 1). All three sites were identified in the PLERNACA.

**Table 1:** Three new PAs to be established under GEF 5 project (as of March 2019)

Name of potential PA	Biome	Ecoregion	Approx. size
<b>Serra do Pingano</b>	Guineo-Congolian. Habitat types: tropical rainforest (Barbosa type 3, subtype Cazengo).	Western Congolian Forest-Savanna Mosaic	2.068,18 km <sup>2</sup>
<b>Floresta da Kumbira</b>	Guineo-Congolian. Habitat types: tropical semi-deciduous rainforest (Barbosa classification type 3, subtype Amboim).	Angola Miombo Woodland	1.277,37 km <sup>2</sup>
<b>Morro do Moco</b>	Afromontane. Barbosa classification type 6 and 32. Contains Podocarpus forest, Protea Savannah and mountain field.	Angolan Montane Forest-Grassland Mosaic	1.074,64 km <sup>2</sup>

- Various consultancies have now been pipelined to undertake the first survey work in these priority areas and to develop feasibility assessments, which will form the foundation for developing detailed PA expansion implementation activities. These will have to be then carried forward by INBAC. The late start of these activities will probably lead to a situation where INBAC will have to carry out much of the follow-on work. Thus, it will be particularly important that INBAC has and takes full ownership of the process. It has been noted that financial sustainability is a key. The Government is committed to carry this work forward, however, needs a bit of time to effect relevant policy and structural changes needed as part of the Government bureaucracy.
- No specific focus and peer exchange with TCFAs seem to have taken place.

#### *Output 1.2 A protected area expansion programme is effectively implemented*

- No specific new maps available to date; however, indicative and rough estimates of the size of the potential PAs have been determined (see Table 1).
- Comprehensive TORs for consultants have been drafted and posted. This envisaged work would deliver on several of the steps laid out under output 1.2. However, no progress on this work has been achieved to date and is planned for the second project half. As mentioned under Output 1.1. it is likely that not all intended activities will be achieved in the remaining project period. Thus, it may not come to full gazettement of the three new PAs in project lifetime. The main ramification would be that critical investments into demarcation of boundaries and possibly even simple park infrastructure would potentially not be funded by this project. This potentially would mean that no or very limited funding would be available to start up the PAs. Perhaps some creative solutions could be found to start with the investment of certain critical infrastructure investments even while the PAs are not formally proclaimed. A recommendation in this regard is included below.

#### *Output 1.3 The financial sustainability of the expanded protected area network is improved*

- No significant progress has been made on this very key output. TORs for a consultancy are available. No suitable candidates could be sourced to date and the work will have to be readvertised or rethought.
- MINAMB has worked with Mozambican experts in developing an “investor” brochure, seeking co-management partners/ investors for most of Angola’s PAs. As such, African Parks is currently scoping the possibility to take on a co-management responsibility for Iona National Park. If willing investors have been identified for any of the parks targeted by the GEF5 project was not mentioned during the MTR.
- Overall it is clear that this output will be critical for both the sustainability of the project investments under C1 and C2 under this GEF5 project, and for PAs in general in Angola. It is important to advance the work under this output as matter of priority. A corresponding recommendation is included below.

## **Component 2. Operationalising PA sites**

### ***Rehabilitating, and improving the management of, three existing National Parks (Cangandala, Bicular and Quiçama) (add Maiombe and Luando)***

#### ***Output 2.1 Rehabilitate, and improve the management of, Quiçama National Park.***

- Progress has been made under sub-strategies (1) *Establish, equip, train and resource park staff*, (2) *Renovate and construct basic accommodation, infrastructure and services for park management*, and (3) *Develop a park knowledge and management planning system*. Progress on (4) *Establish local stakeholder engagement capacity, and develop cooperative governance mechanisms* has been minimal, with some early information feeding into this sub-strategy through the assessment work undertaken under (3). Full progress on each activity is reflected in Annex 2.
- And advanced draft of the proposed Management Plan for the park was available for review to the MTR consultant (to be finalised during May). The advanced draft is of high quality and strongly focuses on rehabilitation and zonation. Notably, the community engagement and benefit section/ strategy seems to be quite basic at this moment, in comparison to the rich conservation strategies.
- During the field visit to Quiçama it became apparent that this park does have good tourism potential given the proximity to Luanda. In fact numerous visitors where in the park at the time of the mission visit. However, it was glaring impression that the tourism camp is completely dilapidated and not well managed. There was evidence of mismanagement and overall the question arises how serious the Government of Angola is to really improve the park if the main tourism concession is not being held responsible to deliver high quality work. Some relevant mitigative strategies are proposed in the draft Management Plan, making further suggestions for unlocking the tourism potential of Quiçama.
- The major challenge will be to mobilize the needed funding to implement the Management Plan – and it is recommended that much effort be made during the second half of the project to help INBAC to find longerterm solutions for this problem.

#### ***Output 2.2 Rehabilitate, and improve the management of, Cangandala National Park and Luando Strict Reserve***

- Progress has been made under sub-strategies (1) *Establish, equip, train and resource park staff*, (2) *Renovate and construct basic accommodation, infrastructure and services for park management*, and (3) *Develop a park knowledge and management planning system*. No progress has been made on (4) *Establish local stakeholder engagement capacity and develop cooperative governance mechanisms*. See Annex 2 for details.
- A key issue revolves around the addition of the Luando Strict Reserve to this output during the inception workshop and follow-up on that change. The change was recommended during the inception with a view of focusing on the effective protection of the critically endangered Giant Sable Antelope (*Hippotragus niger variani*) rather than only strengthening the Cangandala PA per se. It was argued that the main part of the population of the antelope exists in the Luando Strict Reserve, bordering Cangandala. Also the recently



completed Management Plan for Cangandala clearly recommends to manage the remaining Giant Sable population as one Metapopulation – which would be favoured by a more integrated management approach across the two conservation areas.

- Therefore project resources should be deployed to both entities, even though these are managed under different arrangements and by different institutions. Cangandala PA is managed by INBAC, while Luando Strict Reserve is managed through a “Presidential Initiative”. There has been some considerable conflict over this addition to the project and in reality limited support to Luando has been mobilized to date. Considering the conservation objective and priority this conflict should be resolved as a matter of priority. This is particularly important with a view to the upcoming GEF 6 project, which focuses on this PA complex. A relevant recommendation is included in this regard.
- It is noted that a high calibre Management Plan has been developed for Cangandala. The plan is yet to be officially approved. Like for all other PAs it is now important to ensure that the resources can be mobilised to put the plan into action. One observation on the plan is that the community engagement component is reduced to only just a page and a half – vis-à-vis some 175 pages of conservation detail. As the plan is not yet formally approved, an expansion of the community engagement strategy can still be achieved.

### *Output 2.3 Rehabilitate, and improve the management of, Bicular National Park*

- Progress has been made under sub-strategies (1) *Establish, equip, train and resource park staff*, (2) *Renovate and construct basic accommodation, infrastructure and services for park management*, and (3) *Develop a park knowledge and management planning system*. Progress on (4) *Establish local stakeholder engagement capacity, and develop cooperative governance mechanisms* has also been achieved, and probably is the most advanced in the entire project. Full progress on each activity is reflected in Annex 2.
- Significant infrastructure investments were made. A main venture has been the establishment of a radio system which, given the enormous size of the park, has a significant impact. It is also asserted that all infrastructure investments made will have a long-term impact and sustainability chance, as the investments are relatively easy to maintain. Overall Bicular National Park is quite active and appears well managed. Strong leadership and investments into human resources combined with access to some investment support seem to unlock potential.
- Bicular was the only site at which community consultations were organised as part of the MTR. Based on some initial survey work and consultations undertaken with the support from the RWCP<sup>5</sup> team that also did much of the biophysical assessment work and management plan development, some initial community activities have been identified for further implementation.
- Particular interest is in establishing community-honey harvesting small enterprises, which would have a dual benefit of income generation and conservation gains. The conservation gains would be manifold and include the protection of bees as pollinators and beehives as possible deterrents in areas with high human-wildlife conflict i.e. with elephant. A combined beehive and chilli fence is being considered as possibility. Furthermore, a commercial entity in Lubango seems to be interested to get involved in the value chain development and purchase the produce for further marketing. Options are currently being further scoped and developed and look promising.
- Notably, during the community consultation not a single woman attended the meeting. After the meeting some women came to the group to enquire what the meeting was all about. They were visibly upset that they were not part of the conversation. This observed, it seems not so much that there was a tradition that would separate men and women for such consultations, but it appeared that the locally based rangers had only invited the men<sup>6</sup>. As this project currently applies no specific gender lens other than through the PIR reporting, it is recommended that some gender awareness be applied at least to the community engagement activities during the second half of the project.

<sup>5</sup> The Range wide Conservation Project for Cheetah and African Wilddog (RWCP) is a project of the London Zoological Society (ZSL) and the World Conservation Society (WCS).

<sup>6</sup> It is mentioned by UNDP that probably the Park Rangers invited the “soba” and the “soba” only invited men. So the gender matter should be targeted appropriately.

#### *Output 2.4 Rehabilitate, and improve the management of Maiombe National Park*

- Investments in Maiombe National Park have been limited to equipment support (a vehicle), and the commissioning of consultants to develop the Management Plan (which started under GEF 4 and has not yet been completed).
- Activities have partially been hampered as the co-financing anticipated at project design phase did not materialise. The projects were already closed at the time the GEF 5 project started.
- While Maiombe clearly has significant biodiversity value for Angola, the site is far off and hard to support with the limited resources of the project. Allocations for priority investments identified as part of the Management Plan can be considered, within the limited funds remaining. The Angolan GEF 6 project includes Maiombe as priority site.

#### **Progress towards outcomes analysis**

Progress towards achieving the intended project outcomes has been assessed at MTR stage and is included as update in the SRF (see Annex 1). Notably, the project team has not used the SRF for monitoring purposes so far, but rather tracks activity implementation and spending. It would be a good step for the team to look at impact monitoring and attainment of the overall project outcomes and make the SRF work for them. This would help manage the project towards the overall intended objective and outcomes instead of by project design blueprint.

Despite some shortfalls there is clear progress towards achieving the intended outcomes. While the outcome indicator targets under Component 1 are still all to be accomplished, the indicators under Component 2 show stronger progress. Importantly, the METT scores of the three target PAs has increased significantly. While improvements of game numbers and in law enforcement achievements were not readily tracked at mid-term, some better understanding of the baseline situation was achieved through the various foundation surveys undertaken (Mammal Surveys; site assessments underpinning the Management Plans). If such data would now be applied by the project team to populate the SRF some good foundation for the final project period can be laid. Nevertheless, it is clear at MTR stage that some of the targets will not be achieved, i.e. with regards to community governance and projects.

A functional M&E system is in place, designed by the UNDP project team and tracked by a dedicated UNV based at the UNDP office. The PMU team is knowledgeable about project delivery and progress as well. Certain elements of the SRF are difficult to measure. For example, the FSC was filled in at project design and sets a baseline, however the subsequently tracked information does not match the baseline values at all. Considering that the information is so gravely disparate the FSC based indicators are considered to be of no use.

There is no project specific Capacity Score Card, but the Iona Marine Protected Area project has developed one system wide CSC. This can be considered in the GEF 5 M&E plan as well.

**Table 2:** Capacity Score Card value for national PAS (Source: Iona MPA project, 2018)

Systemic capacity	Institutional capacity	Individual capacity	Average
37%	44%	38%	41%

Although there is certainly some quite good progress towards the SRF indicators and targets, it is not clear in how far the assessment provides a relevant measure of progress and achievement of the overall GEF 5 project, mostly due to sustainability concerns examined in more detail below. While, for example, the METT scores for all three target PAs Bicular, Quiçama and Cangandala have significantly increased from the baseline, and an even higher rating can potentially be achieved at end of project, it is not a given that these gains will have meaningful long-term impacts. Further dedicated capacity support to INBAC would be needed, as well as the realisation that the

Government system e.g. in absorbing financial needs into the national budget need time, should be addressed by the project strategy through adaptive planning.

### Remaining barriers to achieving the project objective

The project is implementing dedicated activities to overcome the two key barriers identified in the project design phase, (1) at the national level and (2) at the site level. However, at MTR stage some implementation deficits under each barrier have been observed.

**Barrier #1:** At the PA system's level: Inadequate capacity at the central level for PA expansion coupled with underdeveloped financial frameworks for managing this system

- While there is quite good technical progress in the implementation of activities, there clearly is a level of disconnect from the side of MINAMB, the primary executing partner in the project.
- The UNDP team responsible for the oversight of the project implementation and tasked with some management support responsibilities is steering the project to generate high quality deliverables; the team is working hard to remove some implementation bottlenecks which otherwise would possibly lead to non-performance of the project.
- While there was a quite strong collaboration during the initial phase of the project, there has been a change in staff and leadership at INBAC and MINAB since project start in 2016, and thus also priorities seem to have shifted to some extent.
- From the beginning of the GEF 5 project, INBAC has voiced frustration over a lack of ownership of the project implementation. There are several areas of discontent between UNDP and INBAC, focusing much on ownership, budget flexibility and project priorities. INBAC feels that some of their day-to-day key capacity needs should be supported by the project and institutional internal capacities should be applied to the project management and implementation. At the same time, UNDP manages the project in accordance with the project document and implementation plans, which address some of the Governments conservation vision, however do not necessarily support emerging day-to-day needs of INBAC. UNDP has the responsibility to ensure the project implementation is managed in line with UN and GEF governance rules, and to ensure that funds are responsibly applied. It is apparent that currently, the INBAC and UNDP visions do not correspond.
- This has largely led to a disengaged of INBAC from project implementation. During the interviews with INBAC, but also with non-governmental partners, this has been identified as the most significant difficulty of the project and it was clearly articulated that a new approach to capacity support to INBAC is needed.
- MINAMB/INBAC do not feel that the project adds to their capacity building at this point. While some good project deliverables are being produced, these are produced by outside consultants and often not in line with INBAC or MINAMB approaches. For example, INBAC staff expressed that they feel that the (draft ) Park Management Plans are of limited value, as they are not implementable without new and dedicated financial resources. Engagement of Park Management was relatively low, possibly aggravated by limited capacity at the site and national level, and other government stakeholders allegedly were also only peripherally engaged. The (partially only emerging) plans appear to be of good quality, but with regards to the current capacity of MINAMB they are not very implementable, especially with limited financial resources on hand. There is a link between the C1 financial strategy and the C2 park specific financial needs, thus this point will be further elaborated on in the following sections.
- While a PMU has been set up at INBAC, the PMU has no real linkages into the government structures. The team is set up temporarily and is considered to be of lesser authority. Generally, the team seems to feel that they are sitting "in the middle" between INBAC and UNDP. They are not a high level policy influencing team who can really advice and advance decision making and consequently do not exert any significant capacity building function at the institution.
- It is highly recommended to invest some time and effort to identify with INBAC what the current priorities of the institution are and how the project can support their needs within the scope of the GEF 5 project. It

is suggested to invest into improving the project delivery in terms of (i) addressing the priorities of INBAC, (ii) adjusting project delivery to be more integrated into INBAC's functions, and (iii) developing realistic capacities at the national level. A key recommendation in this regard is included in the recommendations section.

**Barrier #2:** At the level of sites: lack of operational capacity and resources to effectively manage and mitigate the threats to Quiçama, Bicular and Cangandala [ & Luando, and Maiombe National Parks]

- The project interventions to date have addressed some aspects of the barrier effectively. Investments into equipment and infrastructure have been lauded by park Administrators and staff. Clearly the building of proper ranger posts, drilling of boreholes and establishment of water points have had a hugely positive effect. The acquisition of radio communication systems for Bicular, Cangandala and Quiçama (repairs/upgrade) have been an exceptional help.
- However, there is a worry that the draft Park Management Plans currently under design will be of limited value to MINAMB (see above, Barrier #1). Local PA Administrators mentioned that felt a bit left out of the process and were not convinced that the plans could later be implemented by them, especially in the absence of dedicated and long-term financial support.
- Community engagement capacity at this point is particularly low at the site level. This is probably the reason, why to date no activities on co-management with local communities has taken place.. Notably the draft Park Management Plans are currently light on a good community development/engagement strategy, which is no game changer to the current situation and should be revisited.
- Recently a national level Analysis of the legal and institutional framework for community-based conservation and NRM in Angola was undertaken, supported by National Geographic and WWF. This study identifies some constraints and opportunities for the embedment of CBNRM in conservation and PA management. Albeit of limited relevance to the local level interventions on park level, it is a important national level debate and policy instrument that can help motivate for more community-focused conservation actions in the future.
- In November 2018, the Government announced through its *Diario da Republica* a new structure for Parks Services. Each Park, in line with its needs, would have five distinct services including (i) science, (ii) law enforcement, (iii) veterinarian services, (iv) community mobilization and (v) logistical support. It is not clear yet in how far there will be financial support from the national budget for these positions, however, there might be a possibility for the project to support INBAC in the transition. It is important to apply such structures flexibly and needs based. The intend is not to create more institutional bureaucracy but nimble and effective implementation structures and capacities. It should be considered how this new structure could be supported by the project, e.g. especially supporting the capacity building of community mobilization staff.

### 4.3. Project implementation and adaptive management

#### Management Arrangements

- INBAC has the key government responsibility for PAs management in Angola. INBAC also is the implementing partner for this GEF project. UNDP is tasked with Management Support responsibility for the project.
- A project management unit is housed at INBAC, with a team leader/ coordinator and several (three) technicians and support staff. The team is not part of the INBAC staff complement and hold temporary contracts. They have limited authority and limited influence within Government.
- During the MTR the project team was helpful and knowledgeable about the management processes and project progress. They mentioned several achievements and pointed out some difficulties in project implementation.
- Higher level management leadership for the project at INBAC was represented by the Head of the Biodiversity Management Department and telephonically the Deputy Director of INBAC. The delegates were well informed about the project and implementation and management matters.
- There have been several significant changes in appointments in the project management team as well as in INBAC leadership during the first half of the GEF project implementation, which allegedly impacted on the implementation performance of the project.
- UNDP has established a project support facility by engaging a UNV in this and other projects. The Program Specialist Environment is a very senior appointment and very strong technical leadership is being provided by UNDP for this project.
- Notably there is no functional Project Steering Committee in place for this project. Implementation oversight should be carried out by the Board, MINAMB/INBAC and UND, however the Board has not formally met. At this point no other stakeholders are engaged in project oversight, not even regional/Park management staff from the project sites.
- Consequently, this project is managed in a very centralised manner. This can be helpful to “getting things done”, while ownership, engagement, joint technical discourses may fall short. In terms of project governance requirements this raises some issues and should be addressed.
- INBBAC raised issues especially focusing on a lack ownership in project management and implementation. In essence INBAC is not satisfied with the current project management execution.
- Due to prevailing governance concerns which were already emerged at project design and inception, UNDP is very involved in quality assurance in project delivery. Certain red flags have been mentioned, i.e. in terms of how contracts have been commissioned, payments been requested and other so that a stronger oversight and quality assurance role of UNDP seems warranted.
- However, there clearly is some significant discordance between INBAC and UNDP about the management arrangements and project implementation performance. While the project is generally quite on track with its deliverables, especially given the difficult country circumstances, the wide gap in views on the management and implementation between INBAC and UNDP poses some challenges, which need to be addressed.
- No Steering Committee is in place and reportedly there have been no Project Board meetings. While it may be of limited use to set up a Steering Committee so late into project implementation, the Project Board needs to be formalised and conducted with senior representatives of UNDP and INBAC/MITADER, and the

competent country authority responsible for donor coordination (usually Ministry of Planning, Cooperation or Finance).

- Several recommendations (see below) are geared to address this matter, as it seems critical to find new solutions for the remainder of the project implementation period – or project results will be impact less and unsustainable.

### **Work Planning**

- The work planning is strongly supported by the UNDP support facility, UNV and Program Specialist Biodiversity, and carried out in collaboration with the INBAC based project management team.
- Excellent and practical work planning tools are being applied and tracked. All necessary and relevant information was readily accessible to the MTR consultant and of good quality.
- The project benefits from the experience and leadership of a senior technical UNDP program lead – which is essential to keeping the work planning on track.
- The INBAC-based project management unit seemed fully informed and part of the planning, albeit not in a lead position.
- INBAC voiced the desire to have more flexibility in adaptive work planning. They feel that the project is too much managed along the outputs and activities of the project document, instead of taking onboard new institutional and systemic development in the conservation community and Government. One example given was that the new leadership prioritised the improvement of management of existing PAs and did not want to move ahead with the designation of new PAs in line with the PLERNACA. However, some reservations about going that way remain.

### **Finance and co-finance**

- Financial rules seem to have been rigorously applied. Financial disbursements are on track and further expenses are earmarked for mostly for already pipelined activities. Some red flags were reported early on in the project and the UNDP team keeps very close check on the financial management and procurement as part of their Quality Assurance function.
- The 500,000 USD provided as co-financing through UNDP TRAC resources have materialised and are used for the UNDP support functions. Government co-financing of 15 Mio USD can potentially be identified, however has not been easy to be tracked. The Financial Score Card applied to the project has rendered itself as unpractical especially due to currency fluctuations but also due to difficulties of accessing reliable data, which has led to estimates that are difficult to trace to specific sources.
- The 690,400 USD in co-financing from other sources (Tripartite Ministerial Committee for the Transfrontier Conservation Initiative for Maiombe Forest and USAID Southern Africa - SAREP Southern Africa Regional Environmental Program) did not materialise directly, mostly because of the significant delays in project start.

### **Project-level Monitoring and Evaluation Systems**

- A well-developed project M&E system is in place, led by the UNDP support facility. Regular reporting is taking place, missions and meetings are being documented, documentation is readily available.
- The SRF is composed of some more complex and some more direct indicators, including tools such as the METT, CDS (Iona Marine PA project) and FSC. Notably the FSC has some shortcomings which renders its usefulness as questionable.
- All tools have been applied regularly and are shared with partners.
- The SRF needs to be used more strongly for outcome-oriented project management.

### **Stakeholder Engagement**

- The project seems to be very simple in its stakeholder engagement activities, focusing on just MINAMB/INBAC and UNDP, some few sub-contractors and the management of the various conservation areas.

- While some of the project activities such as the development of the various Park Management Plans required local level consultation and some level of stakeholder engagement, this seems to be rather limited currently. The early establishment of new PA activities will require more systematic engagement with local level stakeholders, and it will be important to lay down some minimum standards and targets for this. The role of consultants versus government is important in this, and it seems critical to have government take a lead so that they can develop full ownership and responsibility for the new PAs from the beginning. Some suggestions in this respect were made by INBAC, also pointing to the need to clearly establish the roles and responsibilities for the management of the new PAs with regional/provincial government, considering that INBAC is a centralised organisation.
- Community engagement in implementation of CBNRM and livelihood projects is only just starting and one of the slowest performing aspects of this project. The second half of the project implementation period should strongly focus on implementing community activities in the pilot PAs but do so in a manner that these activities will be sustainable beyond the project timeline. While in Bicular some practical initiatives such as a honey project have been conceptualised, the vision of the interventions seems still in its infancy. The RWCP consultant team conducting also various of the expert studies (assessments/ inventory, Management Plan) are also involved in the community activities. There might be merit in investing further expertise to ensure that community engagement strategies are being developed that can be truly long-lasting. Such investments should also demonstrate to park staff as well as the communities how partnerships can work, and how conservation and human development can be achieved jointly. At this point the vision still seems very limited, and it should be improved. Relevant recommendations responding to this important stakeholder engagement aspect are included below.

### Reporting

- Standard reporting seems fine and on track. Reports are of good quality and delivered on time. Both the INBAC project management team and the UNDP support team were involved and were knowledgeable about the reporting system and project implementation status.
- The interaction with the pilot sites was harder to assess. While the MTR consultant spent some time in Bicular, and reasonable engagement could be established, this was less clear in Quiçama and was not established for Cangandala.

### Communications

- Project related communications seem good for day-to-day project management related matters. Clear communication channels for the teams exist. The INBAC project leader often visits the UNDP for management related matters, while the UNDP team sometimes visits the INBAC office. Reportedly, communication between the PMU, INBAC senior management and UNDP needs to be improved, especially in view that no formal Steering Committee or Board meetings have been conducted.
- Very limited outside of project team communications are in place, although the 2018 PIR mentioned a couple of articles written about the project. There are no project brochures or communication materials that could be used for leveraging stakeholder engagement and political will. On a PA level, if i.e. tourism or other investments shall be leveraged, all have no communication plan or relevant activities in place. Notably, the MINAMB had invested into developing brochures “with PA investment profiles”, but not related to this project. The financial sustainability consultancy should potentially investigate further what type of communications would be useful to long-term sustainable PA management in Angola.

## 4.4. Sustainability

The project document identified six main risks relevant to the project. Risk tracking as part of the PIR has been scant.

Two of the risks identified at project design were high in impact and likelihood. The project design was constructed as risk mitigation strategy. The two risks are, inter alia, (1) POLITICAL: Capacities at different levels of government

increase at a slower pace than required by the needs of the PA system and (2) STRATEGIC: Attitudinal rigidities amongst the local populace viz. PAs inhibit efforts to change practices that degrade natural resources and threaten biodiversity. The assessment at time of the MTR is that both risks still prevail, and the implementation of the project to date has not delivered the mitigative impacts envisioned.

The other formally identified risks, are: (3) STRATEGIC: The Government of Angola assigns less priority and limited financial support for PA expansion, rehabilitation, and operational management, (4) STRATEGIC: Land tenure and inter-sectorial conflict may hamper the rehabilitation, consolidation and expansion of PAs, (5) STRATEGIC: The process of defining the boundaries of protected areas, and of later demarcating them on the ground, may result in unplanned situations where the resettlement of populations may need to be considered, and (6) ENVIRONMENTAL: Climate change will exacerbate habitat fragmentation in the terrestrial ecosystems of Angola. All these risks clearly are also still in place, and Risk 3 has clearly impacted on delivery on project Component 1. The full extent of the other risks on the expansion of the PAS cannot yet be fully understood, as much of the work under Component 1 has not yet taken place.

The risks are reflected here in full, as it appears that the project strategy has not been able to address the risks and equally has not been able to remove the barriers identified as the basis of the project intervention. Consequently, there are concerns about the overall sustainability of the project interventions beyond the project duration.

### **Financial risks to sustainability**

At this point the financial sustainability consultancy has not been delivered but is regarded as a priority to project success. It is considered a key piece of work under the project and should be fast tracked to address the financial risks to sustainability. Without it – and follow-up on the proposed strategies, the Angolan PA system will continue to struggle, although other projects and donors have started working into a similar direction, and some movement MINAMB e.g. considering for example co-management arrangements has taken place in the past years. The previous Director General of the PA Management Authority in Mozambique, Dr.B. Soto, has been engaged as a consultant to MINAMB and he has been sharing some interesting lessons from Mozambique. Some interested parties are in conversation with MINAMB about taking on co-management responsibilities for certain parks, and e.g. African Parks is scoping the possibility of co-managing Iona National Park. There are many interesting leads that the Financial Sustainability Strategy consultancy could follow – albeit noting that it is not very easy to find partners for parks that have limited biodiversity or other peculiarities and attractions. Additionally, Angola's investment environment remains difficult, even though it has improved over the past few years.

Currently there are many indications that after project end no further funding is in place to sustain the investments made at most sites. A GEF 6 project will continue support to Maiombe and the Cangadala & Luando complex. There is limited indication that the work started under Component 1 to expand the PA system would get significant additional funding from State immediately, nor are there indications that any of the pilot PAs would be able to continue e.g. started community projects. While the infrastructure investments made seem sensible in terms of impact, low maintenance and longevity, some follow-up and further financing will inevitably be needed to ensure that investments will not dilapidate.

Some interviewees pointed to the Iona project under GEF 4, which apparently had a similar destiny. Thus, special effort should be made during the second half of the project implementation to address the financial risks, while recognising that it is impossible for a project like the GEF 5 intervention to overcome the systemic difficulties in achieving financial sustainability of Angola's PAs.

### **Socio-economic risks to sustainability**

The project pursues the strategy to engage local communities living near the park borders in livelihood activities to curb the pressures on the natural resources and the park. However, this very key aspect of the project has not advanced strongly. There is a national policy debate ongoing, with a view of strengthening the legal and institutional



framework for community engagement in conservation. This can become helpful in leveraging more interest in this aspect within Government.

The project must find way in the second project half to advance this element. While some of the pilot site investments should focus on community engagement, it may, at this point be particularly important to build broader understanding of what community development is and how it can help advance the conservation and a development agenda at the same time. At this point it still seems that there is a lot of misunderstanding of how community engagement could and should work. At a minimum the project supported PA management plans should include strong community engagement strategies. A recommendation is being made in this regard.

The lack of capacity for PA managers to address community outreach priorities is noted. INBAC apparently recently got Government approval for new staff structures at the PA level, and the local teams would now include a community/human development professional. It is at this point, neither clear whether the new structure will be implemented and financed, nor if the positions would be equipped with enough resources to carry out the type of work that would be required.

### **Institutional Framework and Governance risks to sustainability**

While the GEF 5 project was conceived to specifically address weaknesses in the institutional framework and governance with relation to the national PA network by specifically supporting the then newly established INBAC, there are clear shortcomings to the project impact on this level to date. While the project management team based at INBAC seems to interact relatively well with the UNDP support unit, the knowledge and technical transfer to the wider institution seems low. Creative ways to identify how the persisting capacity bottlenecks can best be addressed are needed to move the project forward during the second half of implementation in this regard.

It has been mentioned frequently, that INBAC should become more open about working with partners for implementation work. INBAC has been conceived as a lean coordination institution/ mechanism esp. at headquarters. There is no need for INBAC to become a large technical outfit, but there is merit for them to become managers, who engage with competent national and international partners in the technical work they need to deliver. Institutions such as South African Parks Board (South Africa), ANAC (Mozambique) or ANGAP (Madagascar) have all undergone similar institutional reform. The shaping of a functional model Angolan will need some learning of lessons and readjustments. The GEF 5 project may be well positioned to further support INBAC in such institutional rethinking and learning. Relevant priorities would need to be identified jointly and linked to the overall project framework.

### **Environmental risks to sustainability**

If the project is not successful in achieving some level of sustainability the risk that conservation areas will be threatened further, and biodiversity losses and environmental degradation will advance is high. Some of the new PAs, which were identified through the national PLERNACA (*Plano Estratégico da Rede Nacional de Áreas de Conservação de Angola*), may not be conserved effectively and the biodiversity values lost for future generations, if the project is not successful at removing the barriers and mitigating the risks identified.

The project strategy for the continued interventions at Cangandala-Luando should be driven by conservation objectives and priorities. The majority of Giant Sable antelopes remaining in the wild are in Luando. If the current conflict around co-management and resources allocation to the two sites cannot be solved this will pose a major environmental risk of losing this emblematic species.

An environmental technical issue that came up during the MTR consultations was that there was currently some disagreement in policy around the rehabilitation and reintroduction of native game species. While introducing alien species to an ecosystem may pose environmental risks, it may be useful to MINAMB/INBAC to consider a technical debate into opportunities and risks concerning repopulating the currently quite bare and destitute parks with game from appropriate sources. Throughout southern Africa many lessons have been learnt in this regard. One relevant experience may be the Gorongosa Restoration story of Gorongosa National Park in Mozambique. While the key

environmental strategy pursued has been “self-healing” and natural succession, some carefully considered and planned interventions have been undertaken to repopulate the park - amongst other to make it a better tourist destination. At the 2018 game count more than 100,000 animals were counted in Gorongosa. A significant success.

It is asserted that inaction about these environmental risks may pose long-term sustainability risks to the project results.

#### 4.5. Gender

The GEF 5 project has no specific gender component and gender is not mainstreamed. Gender is not mentioned once in the project document. The lack of incorporating gender was already mentioned in the Design Quality Assurance Report and notes were made that esp. the community outreach activities need to include gender strategies. This needs to be followed up on, with community engagement strategies and actions emerging both through the Park Management Plans and pilot projects.

Notably, some of the communities in Angola have strong gender stereotypes and roles. As such, for example, no single woman was at the community meetings in Bicular although they came to ask about the meeting afterwards. It is obvious that the project staff and INBAC park management staff at all levels would benefit from some early awareness raising about gender and engendered project delivery. This is particularly important for the community engagement work that should be implemented more strongly during the second half of project implementation.

A good portion of the project management team at INBAC and the project support unit at UNDP are female, in middle management positions.

### 5. Conclusions and recommendations

#### 5.1. Conclusions

Key conclusions from the MTR are summarized in the following.

##### **#1: Programme picked up and is progressing**

The MTR generally rates project implementation performance consistently higher than the last PIR (August 2018). There has been some good progress in implementation under both project components and high-quality deliverables are being produced. INBAC can be very proud of these achievements, which largely have been unprecedented in Angola. With INBAC being a rather new government institution, it is gains like these that should bolster their profile in the wider ministerial context. The change around sites such as Bicular National Park in a matter of years is impressive, and overall the calibre of staff, staff commitment and vision at the various sites is not to be underestimated. The project clearly is a positive injection to the target PAs and the fact that INBAC can now move forward towards identifying and proclaiming new PAs is an astounding success.

The MTR finds that there is a good chance that the GEF 5 project can still pick up further to complete the implementation in a very productive manner. The Project Management team at INBAC is functional and the support team at UNDP is technically very strong and jointly the management capacity is good. The rating on *Project Implementation & Adaptive Management* could easily accelerate further – which is encouraging. Especially given the difficult country context alone in terms of accessibility of sites, but also in terms of outdated policies, hierarchical institutional management systems, and political interference can hamper the work. It is described elsewhere that UNDP is applying strong oversight and Quality Assurance so that no corruption or mismanagement can happen. Despite the many difficulties, the project is being implemented largely to plan.

At this point much work has been conducted and activities not implemented yet have been pipelined – so no need to replan as financial resources are mostly earmarked; however, to ensure sustainability specific adaptive actions

are suggested (see further conclusion and recommendations). It is apparent that the project strategy as laid out in the project document is very ambitious – and probably unrealistic in the context of Angola, even though it got very high ratings in the Quality Assurance Report (QAR). Barriers, threats and risks identified at project development stage seem still to be valid – with limited progress towards removing them.

## **#2: Sustainability is the key concern**

The biggest concern at the time of MTR is not project implementation performance per se, but rather sustainability. First, the Financial Sustainability Strategy under C1 has not been started yet, and this is critical to ensure investments can be maintained i.e. on the pilot sites of this project. It is noted that MINAMB has engaged separately from this project in some financial sustainability actions, such as that they have pipelined revisions within the Government Services including budget allocations and developed a strategy for co-management with technical guidance from Mozambique. A suite of “investor brochures” has been developed that offers the various PAs in Angola to potential co-management partners. Currently some scoping and negotiations are underway, including for Iona National Park, the focus of a previous UNDP GEF 4 intervention. However, the appeal of the PAs may be limited in comparison to other PAs in other countries looking for co-management partners - in areas where conservation of key habitat and species is a lot more advance and where e.g. the establishment of a thriving tourism industry is easier.

Secondly, investments made by the project i.e. at site level have focused on infrastructure such as the establishment of communication/radio systems which could have a long-term impact. These do have a hugely positive effect on the management of the conservation areas and likely can be maintained longer term without too much effort, until additional financial support comes along for further investments. It has been criticised by various interviewees that the (draft) Management Plans being developed for the PAs, although being very sophisticated, are simply too expensive and complicated to be implemented with the current funds available to the Parks/INBAC (in the absence of a donor). Similar problems were already raised after completion of the GEF 4 project in Iona National Park.

The fact that INBAC voices frustration that they have limited ownership over the project adds to the sustainability problems, as key staff do not fully embrace the project work and thus do not engage much. INBAC feels that their own capacity has been not much strengthened through the project (see more details under Conclusion #3). There is a frustration about the use of outside expertise, while INBAC aims to establish itself as a national authority. On the other hand, other conservation partners in Angola point out that INBAC should be a nimble facilitation hub coordinating expert support. They say that INBAC/Government needs to overcome fear of competition and seek out productive partnerships to assist Government in the effective implementation of the national conservation agenda. Such issues and discordances are not unique to Angola, and often Government institutions feel that NGOs and consultancies are competition and/or expensive in their services. However, such issues need to be addressed constructively to ensure ownership, engagement and in the end sustainability of the project intervention.

## **#3: Capacity support to INBAC should be rethought and a fresh approach be considered**

While the project implementation moves along quite nicely, when looking at performance on activities, outputs and budget spending, sustainability is questionable and severe discordance between UNDP and Government, i.e. INBAC is obvious. There is a need to work beyond these difficulties, identify a common vision and find practical ways ahead in project finalisation. The project still has about half of the budget available and a successful implementation can strengthen the conservation and PA management sector in Angola significantly. Mid-term of a project seems to be a good opportunity to re-think how ownership and capacity of INBAC can be strengthened with lasting positive impacts. While the project design was well conceived, investments may be needed now for some more institutional and individual support at INBAC. While there is a clear directive that GEF funds cannot be redirected to cover expenses that are not related to the project objective, some programming adjustments could potentially be made to ensure that INBAC has lasting gains from the project intervention. A joint conversation amongst project partners needs to be facilitated that identifies the most productive ways ahead. It is suggested that an impartial facilitator, potentially with expertise in conflict management could be leveraged for developing a joint management response to the MTR, starting the “2<sup>nd</sup> half” of the project on some positive footing (see Recommendations). Furthermore, it could be useful to engage a Technical Expert who would be based at INBAC and work closely with the team on advancing the project’s outcomes for the remaining project period. This could even be an internal appointee, who would be freed from her/his government duties to take on a more prominent project management role and be paid from the project for the remainder of the project lifetime, in line with existing UNDP and GEF rules and procedures.

Alternatively, a sound outside technical capacity, national or international, could be sourced to work within INBAC on advancing the project and achieving the capacity building objective of the project. It is noted that financially, this may require some rethinking of the project approach and implementation as budget alignments may be necessary to free the needed financial resources.

#### **#4: Community engagement has not been advanced at all and remains critical**

As identified in the project document and as is evident throughout Africa, the key threats to PAs are land conversion and intrusion of local communities into the PAs. Grazing of livestock, collecting of wood and hunting of bushmeat are impacting on the PAs. These threats need to be adequately addressed, and it is strongly suggested that such threats can only be mitigated by strong community engagement strategies, and not by law enforcement and para-military approaches alone. While there are sites in Angola where elephants, primates and Giant Sable antelopes may have to be saved from professional poachers, these seem to be very localised and possibly rather tackled by an investment into nimble informer systems well embedded into a functional law enforcement and legal response. It seems that effective investments into community development can come a long way in also addressing the IWT pressures that may exist.

There has been extreme under-performance on the community management side of the project. With only half the project period remaining some strategic decisions need to be taken in terms of which strategic interventions would help advance the community engagement agenda in conservation in Angola. There seem to be so many barriers that it seems a drop on the hot stone to just implement one bee keeping initiative at one pilot site. While community encroachment is still the most significant threat to the PAs, no clear strategies are articulated in the new Management Plans<sup>7</sup> (as currently available) either. The conservation professionals in Government seem to think predominantly about law enforcement and even para-military training, where first and foremost community development and conservation education could become game changers. The GEF 4 project in Iona apparently faced already similar reluctance to enhance community activities, and there was no performance on related project components. It seems that there are many systemic, institutional and individual barriers to moving forward constructively.

Recently, an analysis of the legal and institutional framework for community-based conservation and NRM in Angola was undertaken, supported by National Geographic and WWF. This review goes a long way in identifying opportunities and barriers to advancing community engagement in conservation more systematically in Angola. To date, the PA concept in Angola appears very focused on traditional law enforcement. There is a lot of potential rethinking the national conservation objectives and goals in the light of “PAs for development” – unlocking the potential for economic opportunities for local people.

Notably INBAC has passed some important policy in November 2018, which foresees that the park management teams draw from a much wider set of professional skills, including for community development. This is a clear indication that the thinking is going into the right direction. However, with limited financial resources it is not clear how the new structure will be implemented in such a way that it could effectively engage e.g. with the large number of communities surrounding the PAs. To give an example of Gorongosa National Park in Mozambique – about 25% of the park’s Annual Budget are spent on community and human development interventions in the buffer zone of the park, and some 150 people work in community outreach related positions!

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<sup>7</sup> The Management Plan for Cangandala and draft Management Plan for Quiçama were reviewed. Important components of the Management Plan for Bicular were available for review, but the part that would address community engagement is still missing, because the authors want to first get agreement on the zoning and then discuss what could be done in what zone which would be the link to the community engagement. It is noted that even the Cangandala Management Plan has not yet been formally approved. A Management Plan for Maiombe (inherited from GEF4) also has been contracted but not produced yet.

## 5.2. Recommendations

A set of concrete recommendations for further project implementation are made. These include:

- Corrective actions for the design, implementation, monitoring and evaluation of the project
- Actions to follow up or reinforce initial benefits from the project
- Proposals for future directions underlining main objectives

The recommendations should be reviewed and addressed in the mandatory management response to be developed based on the MTR.

Rec #	Recommendation	Entity responsible
F.	<b>Component 1:</b>	
A.1.	<p><b>Key recommendation: Fast track priority actions to proclaim and secure new PAs in parallel to ongoing baseline studies. Consider investments e.g. into key infrastructure needs at newly to be established PAs, even if not fully gazetted.</b></p> <p>Due to a late start of C1, the work on establishing new PAs is delayed and may not advance as fast as envisaged. To ensure that precious financial resources available from this project can benefit the new sites, key needs should be identified during the initial assessment work and commissioned, as appropriate, during the project lifetime, even if the PAs are not formally gazetted yet.</p>	INBAC
A.2.	<p><b>Key recommendation: Pursue Financial Sustainability Strategy as matter of priority.</b></p> <p>It would be worthwhile to invest into trying to find a suitable candidate to work on the Financial Sustainability Strategy. This is a key piece of work and requires the right approach to make it a success.</p> <p>Currently investment in Angola seems still very difficult, and e.g. the overall enabling environment for tourism is limited. Some decisive investments into policy changes even beyond MINAMB may be needed to unlock the potential. At this moment, current MINAMB strategies seem to disincentivize tourism in PAs – which is not helpful for establishing sustainable financing options.</p> <p>MINAMB has already started to look at examples for co-management – e.g. in Mozambique. This work could be furthered through this project. Alternatively, it might be more helpful to use the funds for concrete activities increasing the financial sustainability of certain parks part of the project, for example by promoting concessions or tourism opportunities, instead of doing another study. The best options should be considered by the project management team.</p>	INBAC
A.3.	<p><b>Key recommendation: Promote and strengthen meaningful Community-engagement and benefits as part of a national strategy (and below under C2 as part of pilots)</b></p> <p>The remaining time for site level community engagement activities is very low. Practical and viable pilot projects should be developed as matter of priority. The recently prepared <i>Analysis of the legal and institutional framework for community-based conservation and NRM in Angola</i> should be furthered and integrated into Government and INBAC policy making.</p>	INBAC

	At a minimum (the project supported) PA management plans should include strong community engagement strategies.	
A.4.	<p><b>Key recommendation: Rebuilding Eden – reconsider ecologically sound repopulation of PAs</b></p> <p>The various Park Management Plans all foresee some rehabilitation of the PAs, however some limitations seem to be in place in terms of reintroduction of game. These should be reconsidered and solved to allow for responsible and ecologically sound conservation management actions to the extent that budget allows. Dedicated fund raising for such efforts should be considered. Only PAs that have appealing ecosystems, healthy game and biodiversity populations will attract investors and tourists, for example.</p>	INBAC
G.	<b>Component 2:</b>	
B.1.	<p><b>Key recommendations: Quiçama</b></p> <p>The draft Park Management Plan has currently a very limited Community engagement section. While it is appreciated that an unpublished draft was available for review only, it is recommended that attention be placed to developing such a section.</p> <p>Priorities from the Management Plan should be reviewed in the light of catalysing financial sustainability. As such i.e. the current tourism concession should be rethought. Overall key priorities emerging from the Management Plan should be discussed by relevant partners and stakeholders and a practical multi-stakeholder implementation plan be developed, so that the plan does not simply end up on a book shelf.</p>	INBAC
B.2.	<p><b>Key recommendations: Cangandala – Luando</b></p> <p>As mentioned in the review text, there are certain political tensions between INBAC (responsible for Cangandala National Park) and the Presidential Initiative on the Giant Sable in Luando Special Reserve, which need to be addressed. While Luando Strict Reserve was included in the project at the Inception workshop (it was not in the original design) and can receive funds, this has only happened to a very limited extent. From the point of view of the MTR, it is strongly recommended to act on the Management Plan and Inception meeting requests to manage the Giant Sable as a Meta population. This in turn would mean that the Luando Strict Reserve should be recipient of funding critical to improve the protection of the critically endangered Giant Sable Antelope under this GEF 5 project.</p> <p>The Community engagement section in the Management Plan is very limited and should be strengthened. A multi-stakeholder implementation plan should be developed based on the Management Plan, with key responsibilities assigned to willing partners, such as local Government, community organisation that may exist in the area etc. Furthermore, it is noted that Luando has until now been managed by a “partner”, Fundação Kissama, with no INBAC staff being present in the Reserve. The challenge now is to integrate Luando into the Government system of PAs, with assignment of paid staff and a decent budget etc.</p>	INBAC
B.3.	<b>Key recommendations: Bicular</b>	INBAC

	<p>The honey making/ bee husbandry community project pre-scoped should be prioritised as one pilot project that hopefully will help unlock some enthusiasm for further community projects. This should be linked to the development of a national level strategy on PAs and community development as set out in recommendations A3 and also linked to the exchange visit proposed under A5. Gender considerations must be included and reported on.</p> <p>Furthermore Bicular has a lot of potential for national tourism (e.g. from Lubango) and the creation of a simple tourism infrastructure – building on the example of Iona NP – should be prioritised as a measure of financial sustainability for the Park.</p>	
B.4.	<p><b>Key recommendations: Maiombe</b></p> <p>Maiombe is a unique ecosystem in Angola. Few activities were identified for the park, especially as co-financing partners identified at project design already completed their actions on site ahead of the GEF 5 project, which was delayed. Priority follow-up actions should be implemented i.e. through the GEF 6 IWT project, for which Maiombe and Luando are the two project sites.</p>	INBAC
B.4.	<p><b>Key recommendation: Pilot investments generally</b></p> <p>INBAC should develop plans for each target PA with a vision which key actions they can implement and support after the project from their ongoing government funding and maybe additionally leveraged support. This needs to go hand in hand with prioritising the activities from the Management Plans and developing implementation plans with multi-stakeholder roles and responsibilities. INBAC needs to move the current (largely draft) “paper” Management Plans into action.</p>	INBAC
H.	Project Implementation & Adaptive Management	
C.1.	<p><b>Key recommendation: Convene the Project Board</b></p> <p>No Project Steering Committee is in place. While it may be of limited use to set up a Steering Committee so late into project implementation, the Project Board needs to be formalised and conducted with senior representatives of UNDP and INBAC/MITADER, and the competent country</p>	Project Board
C.2.	<p><b>Key recommendation: Rethink approach to capacity strengthening support to INBAC.</b></p> <p>As contextualised in the conclusion section, especially conclusion # 2 and #3 it is recommended to re-think how ownership of the project and capacity of INBAC can be strengthened sustainably. The following suggestions are made:</p> <ol style="list-style-type: none"> <li>5. <i>Facilitate a joint visioning amongst project partners:</i> A joint conversation amongst project partners needs to be facilitated that identifies the most productive ways ahead. It is suggested that an impartial facilitator, potentially with expertise in conflict management be engaged.</li> <li>6. <i>Identify current key priorities of INBAC/Government:</i> It is critical to ensure INBACs needs are addressed by the project. INBAC, potentially with the help of an impartial facilitator, review the project document and suggest constructive alignments, with the overall project intentions as the focus and within the scope of GEF/UNDP rules.</li> </ol>	Project Board

	<p>7. <i>Develop a strong and joint Management Response to the MTR:</i> Such discussions (point 1 &amp; 2) can be leveraged for developing a joint management response to the MTR, starting the “2<sup>nd</sup> half” of the project on a new footing.</p> <p>8. <i>Leverage stronger in-house capacity at INBAC for project engagement and leadership:</i> Suitable internal or sound outside technical capacity, national or international, could be sourced to work within INBAC on advancing the project and achieving the capacity building objective of the project. This may require some project adjustments as the remaining budget is limited.</p>	
C.3.	<p><b>Key recommendation: Seek inspiration from south-south exchanges – i.e. Gorongosa National park, Mozambique: People and Parks; restoration and resilience</b></p> <p>It is recommended to organise a group visit to Gorongosa National Park in Mozambique, which is renowned for implementing an integrated park conservation and buffer zone human development programme. The purpose would be to pave the way for policy changes and strategy development at a decision maker level. Trip participants should be selected accordingly and a relevant agenda be developed. Both INBAC and UNDP should be closely involved in this activity.</p>	INBAC
I.	Sustainability	
D.1.	<p><b>Key recommendation: need to focus a lot more strongly on managing project for sustainability</b></p> <p>The project board needs to review carefully the current threats to sustainability in the project and make relevant commitments and adjustments to the remaining project implementation. If the project is being implemented as “Business as Usual” it will achieve nice activities and outputs, but will likely have limited lasting impact. It is noted that the project board (UNDP and INBAC) has not formally met and no Steering Committee is in place currently. It is therefore recommended that the Project Board meet at least twice a year.</p>	Project Board
J.	Gender	
E.1.	<p><b>Key recommendation: Formalise gender tracking and reporting</b></p> <p>First of all, apply best practices to gender considerations in the community engagement work i.e. the proposed bee / honey activity in Bicuar National park. But generally, expand on the gender reporting as part of regular reports. Already some efforts in this respect are made in the PIRs where gender is an important consideration, but no formal gender strategy for the project has been found and gender has not been mentioned as part of the GEF 5 project document once (this was not compulsory at the time). Both UNDP Environment Unit as well as INBAC should consider to think about developing some sort of gender policy. It is of course noted that in the absence of meaningful community engagement so far this has been on a back burner. It might be useful to introduce some gender awareness activities with the project management and support teams at INBAC and UNDP and in all PAs.</p>	UNDP



### 5.3. Ratings

As part of the MTR, ratings of the project's results and brief descriptions of the associated achievements are provided in an *MTR Ratings & Achievement Summary Table* in the Executive Summary of the MTR report. This rating is also included in this additional report section, Section 5.3. No rating on Project Strategy and no overall project rating is required.

*MTR Ratings & Achievement Summary Table for*

Measure	MTR Rating	Achievement Description
<b>Project Strategy</b>	N/A	
<b>Progress Towards Results</b>	<p>Objective</p> <p>Achievement Rating: 4 Moderately Satisfactory (MS)</p> <p>The objective/ outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.</p>	<p><b>The project objective is to enhance the management effectiveness - including operational effectiveness and ecosystem representation - of Angola's Protected Area System, with due consideration for its overall sustainability, including ecological, institutional and financial sustainability.</b></p> <p>Despite difficulties, the project is moving forward and in terms of achieving its set targets some promising progress can be observed. If implementation continues – and some of the major difficulties that surround the project can be resolved through i.e. addressing the key recommendations arising from the MTR, the project has potential to have positive impacts on the management of Angola's PAS. INBAC should be proud of the project and its delivery of some very sound conservation work. Having three of Angola's major PAs equipped with reputable baseline information such as animal surveys and well thought through management plans, as well as with supporting operational equipment and infrastructure is a good way forward. Notably all three target PAS have significantly increased their METT score at time of the MTR. Three additional PAS are in the process of being established and two additional conservation areas (Luando and Maiombe) are being touched by the intervention. Management capacities at the site level have been supported and could become sustainable if the remainder of the project can overcome some institutional and individualised difficulties. A strong focus on supporting INBAC and strengthening the in-house capacities is needed to help achieve the intended long-term outcomes of the project.</p>
	<p>Component 1</p> <p>Achievement Rating: 4 Moderately Satisfactory (MS)</p> <p>The objective/ outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.</p>	<p><b>Outcome 1: The legal, planning, policy, institutional and financial frameworks for protected area expansion are strengthened</b></p> <p>After an initial delay of activities under this outcome, it now seems to have gained some good momentum. Three areas that will be formally gazetted as new PAS have been identified and relevant technical work is now underway. INBAC will have to be fully involved in the process and take on assertive leadership, as this is likely that through the implementation delays the intended targets of delivery will not be fully achieved. INBAC should be proud of its ability to direct quality work with key partners in a very difficult country context in this regard.</p> <p>It is noted that the work on financial sustainability for Angola's PAS is critical. While some work has been advanced within MINAMB i.e. on looking at co-management options for the PAs of Angola, an a lot</p>

		more diversified and comprehensive sustainable financing strategy targeting national and international sources is needed. Notably to make Outcome 2 of this project sustainable, identification of sustainable financing is a key need as well.
	<p>Component 2</p> <p>Achievement Rating: 4 Moderately Satisfactory (MS)</p> <p>The objective/ outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.</p>	<p><b>Outcome 2:</b> <i>Three existing National Parks are rehabilitated and their management improved</i> (Cangandala, Bicular and Quiçama)</p> <p>It is noted that <b>Outcome 2</b> is very ambitiously and even misleadingly formulated – and perhaps it should be rephrased. It is clear that the project will not lead to the outcome of full rehabilitation within the project lifetime and with the limited resources available. However, the project likely will achieve many of the targets set out in the various indicators of the SRF, especially if relevant adaptive management will be practiced and continued support can be granted.</p> <p>Within the scope of the project activities, a lot has been achieved. Local PA site specific capacities have been strengthened, quality surveys have been conducted, and impressive management plans are now in place. However, some disconnects remain, and a key frustration for INBAC is that they feel that their own capacity has not been strengthened sufficiently to continue such work. With the limited budget the institution has from government coffers, not even technical partnerships of the quality facilitated by this project can be conducted. Let alone can the Park Management Plans be implemented. The more it is important to now advance the financial sustainability activity under C1, to ensure that the project investments will indeed be lasting.</p> <p>The most significant short coming is that almost no community engagement activities have been implemented and even the crafted Management Plans make very limited provision for such work.</p>
<b>Project Implementation &amp; Adaptive Management</b>	<p>One overall rating for all seven (management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications)</p> <p>Achievement Rating: 4 Moderately Satisfactory (MS)</p> <p>Implementation of some of the seven components is leading to efficient and effective project implementation and</p>	<p>In many ways this rating could even be a rating Satisfactory (S) to Highly satisfactory (HS). The project has established excellent project management systems, and there are next to no lapses in terms of project administration. Some innovative project management tools have been designed and are being implemented. Technically, the project delivers to high standards.</p> <p>And still – project implementation faces a lot of obstacles. The working relationship between the management levels of INBAC and the UNDP support team, must be improved to bring the project efforts to fruition. Several recommendations in this regard are made as part of the MTR, including to consider a more engaged mentoring role that the project can play within INBAC.</p> <p>Notably, the project is currently managed strongly focused on activities and financial resources, over the intended project impacts may need to come back into focus.</p>

	adaptive management, with some components requiring remedial action.	
<b>Sustainability</b>	<p>2 Moderately Unlikely (MU)</p> <p>Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on</p>	<p>Almost rated as (1) Unlikely: Severe risks that project outcomes as well as key outputs will not be sustained. At time of the MTR sustainability issues are the Achilles heel of the project. Mediative actions need to be put into place to avoid that the project ends like the Iona project, where after project end many achievements allegedly not be sustained. INBAC needs to pick up more of its responsibilities, and UNDP and INBAC need to ensure that they develop a very positive, forward looking and active working relationship for the reminder of the project implementation period to achieve what the project aims to achieve for conservation in Angola.</p>

## 6. Annexures

## Annex 1. Strategic Results Framework progress update March 2019 (MTR stage)

		Indicador	Base de Referência	Meta/s (Fim do Projecto)	Fonte de Verificação	Progress at MTR <sup>8</sup>	Riscos e Pressupostos
<b>Objectivo do Projecto</b> Reforçar a eficácia de gestão do sistema de áreas protegidas de Angola, incluindo a sua eficácia operacional e a representatividade dos ecossistemas no mesmo, com devida consideração à sua sustentabilidade de uma forma geral, incluindo a sustentabilidade ecológica, institucional e financeira.	1	Scorecard de sustentabilidade financeira para o sistema nacional de áreas protegidas	3%	>10%	Revisão do Scorecard de sustentabilidade financeira	9% - Source: FSC Jan 2019 <sup>9</sup>	<b>Pressupostos:</b> <ul style="list-style-type: none"> <li>– O MINAMB define e implementa a respectiva estrutura organizacional de modo a dar efectivo cumprimento ao respectivo mandato de administração do sistema de áreas protegidas</li> <li>– O Governo continua a considerar as áreas protegidas como uma estratégia de investimento fundamental tendo em vista a conservação da biodiversidade (e o desenvolvimento socioeconómico seleccionado) e a prossecução das metas.</li> </ul>
	2	Pontuação do indicador do desenvolvimento da capacidade para o sistema de áreas protegidas	Sistémica: 42% Institucional: 39% Individual: 35%	Sistémica: >55% Institucional: >50% Individual: >45%	Revisão do Scorecard Indicador do Desenvolvimento de Capacidade	Sistémica: 37% Institucional: 44% Individual: 38%  Source: MPA CSC Jan 2018	
	3	Afectação total do orçamento de estado (nomeadamente, orçamento operacional, RH e capital) (US\$ por ano) para a gestão das áreas protegidas	~US\$1,5 milhões (em 2011)  ~US\$6,7 milhões (a partir de 2013)	>US\$12 milhões <sup>10</sup>	Relatórios financeiros auditados do MINAMB  Revisão do Scorecard de sustentabilidade financeira	730 000 USD (2019 Government Budget) – really not possible to determine accurately – Source FSC Jan 2019 <sup>11</sup>	

<sup>8</sup> To be completed by project team

<sup>9</sup> The FSC has been duly completed by the project team, however it is clear that the data fed into it, both at baseline and at tacking stage, are reliable. Since the FSC was prepared some major currency fluctuations have taken place. Further, the data officially published seem to be not matching the actual accounts at an institutional level. Therefore, the results from the FSC are considered to be of very low reliability.

<sup>10</sup> Sem ajuste annual para o CPI

<sup>11</sup> Ibid footnote 2

		Indicador	Base de Referência	Meta/s (Fim do Projecto)	Fonte de Verificação	Progress at MTR <sup>8</sup>	Riscos e Pressupostos
	4	Aumento da rede de áreas protegidas	162,642 km <sup>2</sup>	>165,000 km <sup>2</sup>	Decretos de Constituição Registo das Áreas Protegidas	<p>No change; now in progress; not able to give timeline for official gazettement</p> <p>Planned:  Floresta da Kumbira (1.277,37 km<sup>2</sup>)  Serra do Pingano (2.068,18 km<sup>2</sup>)  Morro do Moco (1.074,64 km<sup>2</sup>)</p> <p>Additional:  Iona MPA (2.274 km<sup>2</sup>)</p> <p>How about Maiombe?  Also new?</p>	<p><b>Riscos:</b></p> <ul style="list-style-type: none"> <li>As capacidades aos diferentes níveis de governo vão sendo reforçadas a um ritmo mais lento do que o necessário em função das necessidades do sistema de APs.</li> </ul>
<b>Resultado 1</b> Os quadros legal, de planificação, de políticas, institucional e	5	Número de recursos humanos afectados para apoiar os processos de expansão das áreas protegidas	0	3	Relatório Anual do MINAMB	PMU: 1 coordinator, 3 technicians, 1 driver (not permanent)	<p><b>Pressupostos:</b></p> <ul style="list-style-type: none"> <li>O Governo dá continuidade à liberalização do regime de gestão das áreas</li> </ul>

		Indicador	Base de Referência	Meta/s (Fim do Projecto)	Fonte de Verificação	Progress at MTR <sup>8</sup>	Riscos e Pressupostos
financeiro são reforçados para permitir a expansão das áreas protegidas	6	Cobertura dos tipos de vegetação na rede de áreas protegidas	12 (de 32) em 2011 14 (de 32) em 2013	>20 (de 32)	Avaliação da Biodiversidade Nacional Análise das lacunas nas Áreas Protegidas	Planned/ underway – coering 4 new vegetation types/sub-types:  Floresta da Kumbira (1.277,37 km²) – additional veg. type: 3 – Barbosa, subtype Amboim  Serra do Pingano (2.068,18 km²) - additional veg. type: 3 – Barbosa, subtype Cazengo  Morro do Moco (1.074,64 km²) additional veg.type: 2 – Biome Afromontane type 6 & 32 de Barbosa	protegidas abrindo-as ao turismo, às actividades recreativas e a uma utilização sustentável dos recursos. – Existe uma bolsa de pessoal suficientemente qualificado e experiente que pode ser empregado na Administração do programa de expansão das áreas protegidas. – Resistência por parte das, e conflito entre as, instituições do estado afectadas, das comunidades locais e dos utilizadores dos recursos nas áreas de intervenção prioritárias de expansão pode ser resolvida.
	7	Número e extensão (ha) de áreas protegidas novas ou expansão de áreas já existentes formalmente constituídas	3 novas áreas recentemente constituídas de um conjunto de 16 na calha para serem constituídas de acordo com o PLERNACA	>8 (>140,000ha)	Decretos de Constituição Registo das Áreas Protegidas	- Ongoing; see above Floresta da Kumbira (127,737 ha) Serra do Pingano (206,818 ha) Morro do Moco (107,464 ha)  <b>Total= 441,900 ha</b>	– O governo dará continuidade à

		Indicador	Base de Referência	Meta/s (Fim do Projecto)	Fonte de Verificação	Progress at MTR <sup>8</sup>	Riscos e Pressupostos
	8	Investimentos totais (subsídio governamental, receitas próprias, fundos dos doadores, empréstimos, fundos fiduciários, etc.) (em US\$M/por ano) disponíveis para o financiamento do planeamento, do desenvolvimento dos custos de gestão das áreas protegidas.	<US\$14m/ano	>US\$20m/ ano	Revisão do Scorecard de sustentabilidade financeira	Not possible to assess	reforma e melhorará o quadro legal regulamentar conducente ao financiamento das APs. – As receitas decorrentes das áreas protegidas são reinvestidas no sistema de áreas protegidas. – Os usos não-sustentáveis do solo nas áreas de intervenção prioritárias para expansão não chegam a níveis insustentáveis chegando ao ponto de comprometer a integridade e a saúde dos ecossistemas naturais.
	9	Número de concessões turísticas / recreativas em desenvolvimento ou em implementação nas áreas protegidas.	0	>2	Relatório Anual do MINAMB Relatórios anuais dos Parques	No progress; no support from Gov.;? (Programme on tourism investors)	
	10	Número de parques que estão a implementar um sistema de taxa de utilização	0	>3	Relatório Anual do MINAMB Relatórios anuais dos Parques	No progress; financial sustainability strategy not yet in place; TORs in place, need to reopen tender	<b>Riscos:</b> – O Governo de Angola atribui menos prioridade e concede apoio financeiro limitado à expansão, reabilitação e gestão operacional das APs. – Conflitos sobre a posse da terra podem prejudicar a reabilitação, a consolidação e a expansão das APs.



		Indicador	Base de Referência	Meta/s (Fim do Projecto)	Fonte de Verificação	Progress at MTR <sup>8</sup>	Riscos e Pressupostos
<b>Resultado 2</b> Reabilitar e melhorar a gestão de três Parques Nacionais existentes (Cangandala, Bicular e Quiçama)	11	Scorecard do Instrumento de Acompanhamento da Eficácia da Gestão: Parque Nacional de Quiçama Parque Nacional de Bicular Parque Nacional de Cangandala	25% 28% 34%	>45% >47% >50%	Revisão do scorecard METT (de dois em dois anos)	34% 35% 40%	<b>Pressupostos:</b> <ul style="list-style-type: none"> <li>– O MINAMB recruta e financia a nomeação permanente e alojamento adequado do pessoal do parque.</li> <li>– Os escalões salariais do pessoal (e os benefícios associados) são incrementalmente aumentados, garantindo a retenção pelos Parques de pessoal competente, devidamente qualificado e empenhado.</li> <li>– As fronteiras do parque estão adequadamente demarcadas e são regularmente patrulhadas.</li> <li>– Consultores e contratantes com as devidas qualificações podem ser contratados para dar apoio técnico e implementar trabalhos de construção nos parques.</li> <li>– A nomeação de consultores e contratantes não é indevidamente protelada por</li> </ul>
	12	Número de pessoas nomeadas, equipadas, com formação e afectadas para trabalhar no parque: Parque Nacional de Quiçama Parque Nacional de Bicular Parque Nacional de Cangandala	5 (de 41) 5 (de 59) 0 (de 19)	49 59 26	Relatórios anuais dos Parques Relatórios do Projecto	5 (de 41) 5 (de 59) 0 (de 19) TBD	
	13	Número de locais no parque com infraestruturas de gestão do parque, serviços a granel, equipamento e alojamento para o pessoal: Parque Nacional de Quiçama Parque Nacional de Bicular Parque Nacional de Cangandala	0 Sede=1 0	Sede =1; Postos=2 HQ=1 Sede =1; Postos =2	Relatórios anuais dos Parques Relatórios do Projecto	Sede =1; Postos=2 HQ=1 Sede =1; Postos =2 TBD	

		Indicador	Base de Referência	Meta/s (Fim do Projecto)	Fonte de Verificação	Progress at MTR <sup>8</sup>	Riscos e Pressupostos
	14	Aumento das populações de vida selvagem (total em Quiçama, Bicuar e Cangandala):  Elefante Antílope Hipopótamo Búfalo Palanca Gigante	(a confirmar no início) 210 110 10 5 20	(para ser revisto durante a fase intercalar) >300 >200 >20 >50 >30	Dados do estudo de contagem das espécies cinegéticas	(a confirmar no início) – were these numbers updated after the surveys? TBD	processos burocráticos. – Controlo rigoroso das actividades ilegais e do uso do solo nos parques nacionais é activamente desenvolvido pelo Governo. – As comunidades locais no parque tem acesso a oportunidades de emprego e formas de subsistência alternativas criadas pela gestão do parque.
	15	Planos de gestão aprovados em curso: Parque Nacional de Quiçama Parque Nacional de Bicuar Parque Nacional de Cangandala	Não Não Não	Sim Sim Sim	Planos de Gestão do Parque (SMP e AOP) Relatórios anuais dos Parques Relatórios do Projecto	Nao, Draft plan Nao, Draft Plan Nao, ongoing	<b>Riscos:</b> – Rigidez atitudinal entre a população local. AP inibem os esforços de mudança das práticas que contribuem para a degradação dos recursos naturais e que constituem uma ameaça à biodiversidade.
	16	Número de incidentes ilegais (visitantes do parque) registados no parque / ano: Parque Nacional de Quiçama Parque Nacional de Bicuar Parque Nacional de Cangandala	(indicador que será totalmente desenvolvido assim que tenha sido criado um sistema de acompanhamento sistemático)	(a ser proposto em conformidade)	Relatórios de incidentes com os Fiscais Multas Relatórios mensais e anuais do Parque	No formal systems	– As alterações climáticas aumentarão a fragmentação do habitat nos

		Indicador	Base de Referência	Meta/s (Fim do Projecto)	Fonte de Verificação	Progress at MTR <sup>8</sup>	Riscos e Pressupostos
	17	Proporção (%) de comunidades a viver no parque que estão adequadamente representadas nos processos de tomada de decisão de gestão do parque. Parque Nacional de Quiçama Parque Nacional de Bicular Parque Nacional de Cangandala	0 0 0	>60% >60% >60%	Registos das reuniões comunitárias Actas da estrutura de governação cooperativa criada para o parque	0 0 0 No progress	ecossistemas terrestres angolanos.
	18	Número de oportunidades de emprego (directo e indirecto) criadas para as comunidades locais que vivem no parque ou nas zonas vizinhas  Parque Nacional de Quiçama Parque Nacional de Bicular Parque Nacional de Cangandala	Directo=0; Indirecto=0 Directo=0; Indirecto=0 Directo=18; Indirecto=0	Directo=>15; Indirecto=>30 Directo=>5; Indirecto=>30 Directo=>10; Indirecto=>30	Estudos socioeconómicos das comunidades do parque Relatórios anuais do Parque	No progress Directo=0; Indirecto=0 Directo=0; Indirecto=0 (honey project emerging) Directo=18; Indirecto=0	

**Annex 2.** Progress made against Outputs: Updates as of March 2019 (plus evidence)

Realização 1.1 Estabelecida e reforçada a capacidade institucional de planear e implementar a expansão das áreas protegidas					
#	Actividades Previstas	Finalizado	Em andamento	Não iniciado	Sit.
1.1.1	Estabelecer, e recrutar pessoal para integrar a equipa profissional de expansão das APs no MINAMB. As aptidões, competências e experiência dos funcionários da unidade podem incluir entre outras: planeamento da conservação; SIG; estudos de biodiversidade; planeamento de áreas protegidas; participação pública (no sector da conservação); jurídicas (no sector da conservação); levantamento de área; ordenamento do território; e mapeamento de zonas de utilização	Contratação de um coordenador de projecto, uma assistente, duas técnicas e um motorista pelo INBAC; contratação de uma UNV e de um técnico admin-financeiro (tempo parcial) no PNUD			
1.1.2	Complementar as aptidões e conhecimentos do pessoal com acções curtas de formação profissional especializada (por exemplo, software de planeamento de conservação, técnicas de levantamento aéreo e no terreno, delimitação das fronteiras dos parques com GPS diferenciais, governação das ACT, etc.)	Realizados dois encontros dos administradores das Áreas de Conservação em 2017 e 2018 para troca de experiência	Treinamento em SIG de técnicos do INBAC (primeiro módulo nov. 2018, segundo módulo abr. 2019)	Capacitação dos fiscais e administradores dos parques	
1.1.3	Assegurar espaço de escritório adequado para a equipa de expansão das APs, e comprar o mobiliário básico para este escritório (mesas, cadeiras, secretárias, armários, cacifos, etc.)	Equipa do projecto possui espaço no escritório do INBAC			
1.1.4	Comprar e instalar no escritório computadores (4 computadores), software (por exemplo, ArcInfo) e periféricos associados (por exemplo, impressoras, discos externos) e ligar todos os computadores a uma rede de banda larga (por exemplo ADSL, router sem-fios)	Comprado equipamento para laboratório GIS no INBAC: 2 licenças ArcGIS, 2 computadores Desktop Dell, 2 Monitores, 2 teclados + mouse, 1 HD externo, 1 impressora A4, 1 plotter			

1.1.5	Comprar uma carrinha de caixa aberta 4x4 equipada com coberturas de lona bloqueáveis, protecções frontais rígidas, guincho, barra de reboque e reflectores	Comprado 1 Toyota Land Cruiser para uso do INBAC			
1.1.6	Preparar a plano estratégico de médio prazo para a expansão das APs que esteja em linha com as metas identificadas no PLERNACA	INBAC seleccionou áreas que pretende promover a áreas de conservação (Serra do Pingano, Floresta da Kumbira e Morro do Moco), realizou visitas e encontros com governos locais e partes interessadas			
1.1.7	Apoiar a implementação de levantamentos aéreos detalhados e específicos para cada local (por exemplo, avaliações do coberto vegetal, habitats, populações da fauna selvagem, infraestruturas, usos da terra, etc.) nas áreas de alta prioridade seleccionadas para expansão das Aps	Realizada chamada pública para receber propostas para estudos nas prospectivas áreas de conservação	Contratar e implementar estudos	Avaliar necessidade de levantamentos aereos na base dos estudos para cada área (ve 1.1.8)	
1.1.8	Preparar estudos de viabilidade detalhados, e desenvolver programas detalhados de implementação gradual da expansão das APs, para cada uma das áreas de alta prioridade seleccionadas para expansão das APs				
1.1.9	Conceber, alimentar, instalar e manter um sistema de gestão de informações para todos os dados de apoio ao programa de expansão das Aps	Realizado mapeamento de todas as Áreas de Conservação de Angola, criação de base de dados SIG, criação de um laboratório SIG no INBAC onde estes dados estão disponíveis		Inclusão das novas APs no banco de dados SIG	

1.1.10	Iniciar e manter parcerias funcionais com agências homólogas em países vizinhos para tirar o melhor partido dos benefícios resultantes do envolvimento de Angola nas iniciativas transfronteiriças de áreas de conservação/protegidas (nomeadamente, KAZA, ACT de Iona-Costa dos Esqueletos, ACT de Liuwa Plain-Kameia, ACT da Floresta de Maiombe), e incidindo no intercâmbio de apoio entre pares	Participação do Director Nacional de Biodiversidade na COP13 em Cancun; participação de um técnico do PNUD na conferência "5 anos KAZA" em Zimbabwe (2017); participação do director do INBAC e um técnico do PNUD na conferência sobre nature based tourism em Maputo (2018)			
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Realização 1.2 O programa de expansão das áreas protegidas está efectivamente implementado					
#	Actividades Previstas	Empreitada realizada	Em andamento	Não iniciado	Situação
1.2.1	Definição e mapeamento preliminar das fronteiras propostas para as áreas protegidas		Chamada pública para estudos para a criação de 3 novas áreas de conservação (Serra do Pingano, Floresta da Kumbira e Morro do Moco) em andamento	Mapeamento das fronteiras preliminares das áreas identificadas	
1.2.2	Desenvolver e produzir um Documento de Informação de Apoio (DIA) acerca da intenção do governo de estabelecer áreas protegidas. Esse documento poderá incluir informação sobre: limites do parque propostos; projecto de regulamentação do parque; disposições institucionais do parque; processo de auscultação a serem realizados para o estabelecimento do parque; zoneamento de usos propostos para parque; impactos potenciais do parque sobre quaisquer direitos de propriedade ou de uso existentes; oportunidades e benefícios do parque, incluindo para as comunidades que vivem dentro e nas zonas limítrofes da AP; uma breve avaliação dos serviços dos		Chamada pública para estudos para a criação de 3 novas áreas de conservação (Serra do Pingano, Floresta da Kumbira e Morro do Moco) e SESP para cada área em andamento	Realização dos estudos e SESP para cada área	

	ecossistemas que serão prestados pela AP e da importância destes serviços para o país; prazos de implementação propostos; e os principais dados de contacto. Medidas de salvaguarda sociais e ambientais serão aplicadas em todos os processos que levam à demarcação das novas áreas protegidas (vide Quadro 2 para uma panorama dos princípios de políticas que se aplicam e o Anexo 7 para o Documento de Triagem Social e Ambiental do PNUD aplicado a este projecto)				
1.2.3	Desenvolver e implementar um programa de participação pública bem direccionado, junto de indivíduos e comunidades com direitos de posse e/ou utilização da terra dentro e na periferia das áreas seleccionadas, de forma a comunicar a intenção de estabelecer o parque nacional, responder a quaisquer problemas ou preocupações relevantes, e obter contributos e comentários estruturados sobre as fronteiras, zoneamentos de usos e regulamentos propostos	INBAC realizou visitas nas prospectivas AC e reuniões preliminares com autoridades locais		Realizar consultas comunitárias para a criação das novas AC	
1.2.4	Implementar um processo orientado de auscultação e negociação junto das partes interessadas (por exemplo, entidades responsáveis pela agricultura, florestas, indústrias extrativas petrolíferas e mineiras, energia, água, turismo, bem como as os governos provinciais e os comités de locais auscultação) para resolver quaisquer problemas ou preocupações, e chegar a acordo quanto às fronteiras, zoneamento de usos e regulamentos do parque			Realizar consultas comunitárias para a criação das novas AC	
1.2.5	Analisar todos os comentários e contributos de todas as partes interessadas (ou seja, indivíduos, comunidades e instituições) e corrigir e finalizar as fronteiras, zoneamento de usos e regulamentos das áreas protegidas				
1.2.6	Fazer um levantamento das fronteiras e preparar diagramas topográficos para as áreas protegidas				
1.2.7	Compilar a descrição final das fronteiras do parque (juntamente com diagramas topográficos), mapa de zonas de uso e projecto final de regulamento para adopção pelo MINAMB				
1.2.8	Facilitar e apoiar o processo formal de constituição				

<b>Realização 1.3 Melhorada a sustentabilidade financeira da rede alargada de áreas protegidas</b>					
#	Actividades Previstas	Empreitada realizada	Em andamento	Não iniciado	Situação
1.3.1	Avaliar a situação financeira atual do sistema de áreas protegidas			ToR desenvolvido e chamada publicada, mas nenhuma proposta recebida	
1.3.2	Recorrer a instrumentos de planeamento financeiro (por exemplo, cenários lógicos), qualificar e quantificar as necessidades financeiras projectadas para um sistema alargado de áreas protegidas sob diferentes cenários de gestão (por exemplo, 'actual', 'básico' e 'ótimo'). Os produtos desta actividade serão utilizados na preparação dos requisitos orçamentais junto do governo central e deverão ser analisados e revistos anualmente, à medida que o processo de operacionalização das APs progredir em Angola, tanto ao nível de cada local, como do sistema			ToR desenvolvido e chamada publicada, mas nenhuma proposta recebida	
1.3.3	Identificar e descrever as actividades essenciais que serão necessárias para: melhorar os níveis de investimento actuais nas áreas protegidas; mobilizar mais recursos financeiros para o sistema de áreas protegidas; reforçar os sistemas de gestão financeira; e melhorar as capacidades de planeamento da actividade			ToR desenvolvido e chamada publicada, mas nenhuma proposta recebida	
1.3.4	Identificar mecanismos práticos que permitam melhorar os fluxos de receitas das áreas protegidas. Tal poderá incluir um aumento dos rendimentos actuais das fontes financeiras habituais (ou seja, subsídios governamentais, coimas, financiamento de doadores e taxas de acesso) bem com o desenvolvimento de novas fontes de financiamento (por exemplo, licenças de utilização, concessões de turismo/lazer, compensações da biodiversidade, e fundos fiduciários)			ToR desenvolvido e chamada publicada, mas nenhuma proposta recebida	



1.3.5	Providenciar apoio e aconselhamento técnico ao MINAMB sobre a forma mais eficaz em termos de custos de utilizar os instrumentos de planeamento da actividade: (i) no planeamento do orçamento intercalar e anual; (ii) nos sistemas de gestão financeira; (iii) nos mecanismos de controlo financeiro; e (iv) nas auditorias anuais
1.3.6	Comprar e instalar equipamentos e aplicações informáticas essenciais para melhorar a capacidades de gestão financeira (computadores, impressoras, software de gestão financeira) do MINAMB
1.3.7	Facilitar a formação e o desenvolvimento de aptidões em gestão financeira (incluindo uma parceria de intercâmbio de pessoal/mentoria com agências regionais de conservação homólogas) para os técnicos relevantes do MINAMB
1.3.8	Rever e actualizar o quadro político, legislativo e regulamentar facilitador do financiamento sustentável das áreas protegidas, incluindo, entre outros aspectos, legislação para assegurar um orçamento nacional permanente das Aps
1.3.9	Testar o desenvolvimento, comercialização e implementação de um sistema de taxas de acesso e outros usos nas áreas protegidas de Angola, o que poderá incluir, entre outras medidas: implementação de preços diferenciados; estabelecimento de estruturas de preços; desenvolvimento de produtos e materiais de marketing; lançar sistemas de cobrança de taxas; estabelecimento de pontos de entrada controlados; e concepção e implementação de sistemas de conformidade e monitorização

	ToR desenvolvido e chamada publicada, mas nenhuma proposta recebida	
	ToR desenvolvido e chamada publicada, mas nenhuma proposta recebida	
	ToR desenvolvido e chamada publicada, mas nenhuma proposta recebida	
	ToR desenvolvido e chamada publicada, mas nenhuma proposta recebida	
	ToR desenvolvido e chamada publicada, mas nenhuma proposta recebida	

1.3.10	Preparar e apresentar o caso em termos empresariais com vista a defender o aumento gradual das verbas orçamentais para as áreas protegidas			ToR desenvolvido e chamada publicada, mas nenhuma proposta recebida	
1.3.11	Apoiar os processo de gestão dos doadores, incluindo: identificação de financiadores potenciais dos projectos, preparação de propostas detalhadas de projectos, ligação com os diferentes financiadores, e desenvolvimento de parcerias de trabalho com as agências/instituições de financiamento		Desenvolvimento de duas propostas GEF6 na área de BD; contatos regulares com Stop Ivory, National Geographic, WWF, KfW e outros parceiros e financiadores internacionais		
1.3.12	Testar o desenvolvimento de uma concessão de turismo/lazer numa área protegida recém-constituída				

## Component 2

Realização 2.1 Reabilitar e melhorar a gestão do Parque Nacional de Quiçama					
#	Actividades Previstas	Finalizado	Em andamento	Não iniciado	Sit.
2.1.1	<u>Constituir, equipar, formar e recrutar o pessoal do parque</u> – O trabalho no âmbito desta intervenção estratégica parte do pressuposto que, inicialmente, o pessoal do parque deveria incluir, no mínimo: 1 administrador do parque; 1 administrador-adjunto; 3 fiscais seniores; 30 fiscais; 1 ecologista; 9 porteiros; 1 assistente administrativo; e 2 assistentes gerais (47 colaboradores). Será necessário adquirir os seguintes veículos: quatro carrinhas pick-up todo o terreno; um barco; uma motoniveladora; uma carrinha todo o terreno de caixa aberta; e duas motas				

2.1.1	Veículos, motos	Compra de 2 Toyota Land Cruiser, conserto de um Unimog, compra de um barco de patrulha			
2.1.1	Rádio de voz e de dados e satélite			Acquisição de um novo sistema de rádio foi avaliado mas caro demais; melhorias no sistema atual serão avaliados depois de completar sistemas de rádio nos outros parques	
2.1.1	Uniformes e material de segurança	Compra de uniformes para xxx fiscais			
2.1.1	4 computadores, 2 impressoras, 4 HDD portáteis, licenças de software e um projector de dados	2 laptops, 2 antivírus, 2 HDs externos, 1 projector, 1 impressora pequena			

2.1.2	<p>Renovar e construir alojamentos, infra-estruturas e serviços básicos para a gestão do parque – O trabalho no âmbito desta intervenção estratégica poderá incluir: (a) um estudo de viabilidade acerca do estabelecimento de uma nova sede do parque em Sangano, Cabo Ledo ou noutra localização apropriada conforme decisão do MINAMB; (b) o estabelecimento de dois postos avançados na Barra do Cuanza e em Mucolo; (c) a melhoria das instalações em Caua para permitir o estabelecimento de uma operação turística comunitária, caso viável; (d) a manutenção da vedação de APE e reparação e manutenção das principais estradas do parque. As infra-estruturas necessárias para uma nova sede do parque (se possível) incluem a construção de: alojamentos do pessoal; um complexo de escritórios; armazéns e garagens. As infra-estruturas necessárias para os dois portões incluem: alojamento; abluções; estrutura do portão; estacionamento; armazéns; comunicações; e serviços de água, electricidade e saneamento. Os edifícios e serviços existentes em Caua terão de ser objecto de uma avaliação, com vista a averiguar se poderão ser convertidos eficazmente em infra-estruturas turísticas, através das melhores modalidades recomendadas. As necessidades de manutenção e reparação da rede rodoviária terão de ser avaliadas e orçamentadas. Os trabalhos de manutenção e reparação da rede rodoviária serão objecto de co-financiamento (\$180K)</p>		<p>Seleção de propostas para a construção de 3 postos de fiscalização</p>	<p>Construção dos 3 postos</p>	
2.1.3	<p>Desenvolver um sistema de planeamento e gestão do conhecimento - O trabalho no âmbito desta intervenção estratégica irá responder especificamente aos problemas decorrentes dos conflitos relativos aos usos do solo do parque e das áreas adjacentes, bem como ao impacto destes na integridade do parque. Nalguns casos, após a ocorrência de danos irreversíveis, estas áreas terão de ser descontituídas. Este trabalho terá início com um rigoroso exercício de zoneamento que irá ser utilizado para efeitos de planeamento da gestão do parque e para a elaboração de um plano comercial com vista a averiguar de que forma é que a utilização da área do parque pode gerar receitas, tendo em conta o seu potencial turístico. Também será avaliada a</p>	<p>Levantamento da fauna do parque completo</p>	<p>Elaboração do Plano de Gestão em andamento</p>		

	possibilidade de realizar concessões com base na natureza que sejam compatíveis com o objectivo geral de conservação do parque. Também será preciso prestar atenção aos objectivos de gestão da conservação da APE e o desenvolvimento de medidas de protecção especiais para as áreas com um elevado valor ambiental (por exemplo, as fozes dos rios Kwanza e Longa, a zona sul do parque e algumas zonas costeiras)				
2.1.4	Desenvolver as capacidades das partes interessadas a nível local e desenvolver mecanismos de governação cooperativa - Nesta intervenção estratégica será prestada uma atenção especial ao estabelecimento de fóruns consultivos multisectoriais para responder aos problemas associados aos conflitos existentes relativos à utilização ilegal de terrenos e ao desenvolvimento do parque			Identificar atividades promissoras e necessárias na base do plano de gestão; identificar e contratar parceiros de implementação	

**Realização 2.2 Reabilitar e melhorar a gestão do Parque Nacional de Cangandala-Luando**

#	Actividades Previstas	Empreitada realizada	Em andamento	Não iniciado	Sit.
2.2.1	Constituir, equipar, formar e recrutar o pessoal do parque – O trabalho no âmbito desta intervenção estratégica parte do pressuposto que, inicialmente, o pessoal do parque deveria incluir idealmente e no mínimo: 1 administrador; 2 fiscais seniores; 20 fiscais e porteiros; 1 assistente administrativo; 1 assistente geral; e 1 ecologista. Os actuais 18 "pastores" de palancas negras terão de ser integrados no organigrama do parque. Por conseguinte, uma das prioridades do parque será providenciar-lhes formação e equipamentos adequados (uniformes e equipamento de segurança), com carácter de urgência. O reforço da capacitação do parque será objecto de uma atenção especial. Terão de ser adquiridos os seguintes veículos: duas carrinhas pick up todo o terreno; um tractor; e quatro moto-quatro, para além daquelas previstas no Orçamento Total e Plano de Trabalho para este projecto (co-financiadas pelo Governo)				

2.2.1	Veículos, motos	Compra de 2 Land Cruiser para o PN da Cangandala, 3 motorizadas para a Reserva de Luando			
2.2.1	Rádio de voz e de dados e satélite	Sistema de rádio no Parque da Cangandala em funcionamento	Contratação de sistema de Rádio para Reserva do Luando		
2.2.1	Uniformes e material de segurança	Compra de uniformes para xxx fiscais			
2.2.1	4 computadores, 2 impressoras, 4 HDD portáteis, licenças de software e um projector de dados	2 laptops, 2 antivírus, 2 HDs externos, 1 projector, 1 impressora pequena			
2.2.2	<u>Renovar e construir alojamentos, infra-estruturas e serviços básicos para a gestão do parque</u> – O trabalho ao abrigo desta intervenção estratégica irá centrar-se sobretudo em proteger os limites do parque com vedação à prova de espécies cinegéticas, a fim de garantir a protecção adequada da população remanescente de palancas negras. Os prós e contras do modelo proposto com relação a vedações, ou por outros meios a ser considerados, deve ser considerado somente após um estudo cuidadoso. Irá incluir igualmente a construção/renovação/expansão dos escritórios e alojamentos (e serviços a granel associados) em Bola Cachasse e a expansão da rede de postos avançados de fiscais. Todas as obras urgentes serão financiadas pelo projecto. Porém, serão envidados esforços para garantir o co-financiamento, incluindo por meio de patrocinadores	Construção de uma vedação para estabelecimento do santuário turístico da palanca negra gigante no Parque de Cangandala		Relocação de machos excedentes do santuário reprodutivo para o santuário turístico; início de actividades de turismo no parque	
2.2.3	Desenvolver um sistema de planeamento e gestão do conhecimento - Nesta área de intervenção estratégica será prestada uma atenção especial à conservação efectiva das palancas negras, uma espécie endémica e fortemente	Plano de Gestão do PN Cangandala finalizado	Levantamento de Fauna da Reserva de Luando em fase final		

	ameaçada. Oportunidades para redefinir os limites do parque com vista a: (a) reduzir os impactos das duas estradas provinciais que atravessam o parque; e (b) garantir o acesso ao Rio Cuqui, um tema que será tratado com carácter prioritário				
2.2.4	<u>Desenvolver as capacidades das partes interessadas a nível local e desenvolver mecanismos de governação cooperativa</u> - Será prestada uma atenção especial à integração dos "pastores das palancas negras" da comunidade na estrutura de administração do parque. As relações de trabalho entre a Fundação Quiçama (e respectivos parceiros) e a administração do parque também serão reforçadas, caso se mantenham em vigor os actuais acordos relativos ao projecto dos pastores. As actividades desenvolvidas no âmbito desta área de intervenção estarão igualmente orientadas para o desenvolvimento de abordagens mais sustentáveis em matéria de abastecimento de electricidade e aquecimento às comunidades locais, de modo a reduzir o impacto decorrente dos elevados níveis de recolha de lenha e de caça furtiva no parque, bem como para o engajamento das comunidades em actividades económicas alternativas e sustentáveis. Além disso, serão reforçados os mecanismos para aumentar as parcerias com as agências de aplicação da lei a nível nacional e provincial			Identificar actividades promissoras e necessárias na base do plano de gestão; identificar e contratar parceiros de implementação	

#### Realização 2.3 Reabilitar e melhorar a gestão do Parque Nacional de Bicular

#	Actividades Previstas	Finalizado	Em andamento	Não iniciado	Sit.
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2.3.1	<p><u>Constituir, equipar, formar e recrutar o pessoal do parque</u> – O trabalho no âmbito desta intervenção estratégica estará centrado em formar, requalificar e equipar devidamente o pessoal existente, sobretudo os fiscais e o administrador. Além disso, será prestada uma atenção especial no sentido de garantir que os fiscais existentes estão devidamente equipados (uniformes e equipamento de segurança) e que existe uma frota funcional de veículos do parque (no mínimo, quatro carrinhas pick up todo o terreno; uma motoniveladora; um tractor; um cortador de arbustos; e 6 motas/moto-quatro), que são objecto de manutenção regular, para além daqueles já previstos no Orçamento Total e Plano de Trabalho para este projecto (co-financiados pelo governo)</p>				
2.3.1	Veículos, motos	Compra de 2 Toyota Land Cruiser; conserto de 2 Hilux existentes do parquet			
2.3.1	Rádio de voz e de dados e satélite	Sistema de radio instalado			
2.3.1	Uniformes e material de segurança	Compra de uniformes para xxx fiscais			
2.3.1	4 computadores, 2 impressoras, 4 HDD portáteis, licenças de software e um projector de dados	2 laptops, 2 antivírus, 2 HDs externos, 1 projector, 1 impressora pequena			



2.3.2	<u>Renovar e construir alojamentos, infra-estruturas e serviços básicos para a gestão do parque, apenas caso seja necessário</u> – O trabalho ao abrigo desta intervenção estratégica irá centrar-se, sobretudo, na demarcação e protecção dos limites do parque. Medidas concretas para reabastecer de certas espécies de animais selvagens no parque podem ser considerada, mas somente mediante um estudo mais aprofundado com base em critérios e padrões internacionais para a reintrodução de fauna, publicadas pelo Grupo de peritos em reintroduções da IUCN (RSG), sob a Comissão para a sobrevivência de espécies - Species Survival Commission (SSC)	Construção de 5 postos de fiscalização; Reintrodução de zebras da planície de fazendas adjacentes para o parquet			
2.3.3	<u>Desenvolver um sistema de planeamento e gestão do conhecimento do parque</u> – Nesta área estratégica de intervenção será prestada uma atenção especial a uma melhor gestão dos conflitos entre o Homem e a fauna selvagem, bem como ao pastoreio no parque e em redor do mesmo. No âmbito desta actividade, será especificamente explorada a possibilidade de alargar os limites do parque, a fim de salvaguardar melhor os corredores para as migrações e circulação dos animais selvagens	4 Furos d'água instalados no Parque do Bicular para uso dos fiscais e para abastecer lagoas para elefantes	Plano de Gestão do Bicular sendo elaborado - Zoneamento finalizado		
2.3.4	<u>Desenvolver as capacidades das partes interessadas a nível local e desenvolver mecanismos de governação cooperativa</u> - Será prestada uma atenção especial ao desenvolvimento, num espírito de cooperação, de um programa regulamentado e bem controlado para o pastoreio no parque, bem como para o engajamento das comunidades em actividades económicas alternativas e sustentáveis		Apicultura identificada como atividade de potencial económico e interesse das comunidades nos limites do parque. Precisa desenvolver ToR e identificar parceiro implementador		

#### Realização 2.4 Reabilitar e melhorar a gestão do Parque Nacional do Maiombe

#	Actividades Previstas	Finalizado	Em andamento	Não iniciado	Sit.
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2.4.1	Veículos, motos	Compra de 1 Toyota Land Cruiser			
2.4.2	Renovar e construir alojamentos, infra-estruturas e serviços básicos para a gestão do parque		Instalação de sistema de água na sede do parque		
2.4.3	Desenvolver um sistema de planeamento e gestão do conhecimento do parque		Plano de Gestão do Maiombe contratado		
2.4.4	Desenvolver as capacidades das partes interessadas a nível local e desenvolver mecanismos de governação cooperativa			Identificar atividades promissoras e necessárias na base do plano de gestão; identificar e contratar parceiros de implementação	

### **Annex 3. MTR ToR (excluding ToR annexes)**

UNDP-GEF Midterm Review Terms of Reference

#### Annex 4. MTR evaluative matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)

Evaluative questions	Indicators	Sources	Methodology
<b>Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?</b>			
Is the project strategy laid out in the document sound and still valid?	<ul style="list-style-type: none"> <li>Level of coherence between project design and implementation approach</li> <li>Fit with retro-fitted TOC</li> <li>Specific activities conducted and outputs produced</li> <li>Quality of risk mitigation strategies</li> </ul>	Project document and project outputs/reports National policies and strategies Project staff and project partner interviews Field visits during MTR mission	Desktop-based orientation Interviews with project staff and stakeholders Document review Develop retro-fitted TOC Triangulation of key findings through follow-up promptings
Is the SRF sound and still valid? Is it appropriate and achievable, based on the status and finding at MTR?	<ul style="list-style-type: none"> <li>Appropriateness of SRF and associated M&amp;E framework</li> <li>Fit to retro-fitted TOC</li> </ul>	Project document M&E documentation Project staff and project partner interviews Field visits during MTR mission	Desktop-based orientation Interviews with project staff and stakeholders Review of SRF and TTs prepared by project staff Triangulation of key findings through follow-up promptings
<b>Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?</b>			
In how far have the project results been achieved?	SRF indicators/ outcomes	SRF (project document) M&E documentation Project staff and project partner interviews Field visits during MTR mission	Desktop-based orientation Interviews with project staff and stakeholders Review of SRF and TTs prepared by project staff Triangulation of key findings through follow-up promptings
To make this easier – which project outputs leading to the results have been achieved? What type of activities have been implemented? <i>(Note: this question has been included during the MTR, as the interviewees found it easier to report on this level than results)</i>	Description of outputs generated vis-à-vis those described in the project document and budget	Project document Quarterly reports PIRs Project staff and project partner interviews Field visits during MTR mission	Desktop-based orientation Interviews with project staff and stakeholders Review of project reports (quarterly reports, PIRs) and project documents Triangulation of key findings through follow-up promptings
Have there been any specific changes in the project plan? E.g. other necessary outputs been identified to leverage intended results?	Specific changes	Project document reviews Project staff and project partner interviews	Interviews with project staff and stakeholders Review of project reports Triangulation of key findings through follow-up promptings
Have achievements towards results been formally tracked?	M&E data available	Project document reviews Project staff and project partner interviews	TTs and CD scorecards PIRs Technical reports (e.g. rangelands condition baseline and monitoring report)
What are the remaining barriers to achieve results?	Identified barriers	Project staff and project partner interviews Field visits during MTR mission	Interviews with project staff and stakeholders
<b>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?</b>			
Description of and effectiveness of management arrangements?	<ul style="list-style-type: none"> <li>Quality of arrangement</li> <li>Satisfaction level of key stakeholders</li> <li>Identification of best and worst practices</li> </ul>	Project document reviews Project staff and project partner interviews Field visits during MTR mission	Interviews with project staff and stakeholders Review of project reports Triangulation of key findings through follow-up promptings
Description of and effectiveness of work planning	<ul style="list-style-type: none"> <li>Quality of arrangement</li> <li>Satisfaction level of key stakeholders</li> </ul>	Project document reviews Project staff and project partner interviews Field visits during MTR mission	Interviews with project staff and stakeholders Review of project reports

	<ul style="list-style-type: none"> <li>• Identification of best and worst practices</li> </ul>		Triangulation of key findings through follow-up promptings
Description of and effectiveness of fiscal management & co-finance	<ul style="list-style-type: none"> <li>• Quality of arrangement</li> <li>• Satisfaction level of key stakeholders</li> <li>• Identification of best and worst practices</li> </ul>	Project document reviews Project staff and project partner interviews Field visits during MTR mission	Interviews with project staff and stakeholders Review of project reports Triangulation of key findings through follow-up promptings
Description of and effectiveness of project related M&E systems	<ul style="list-style-type: none"> <li>• Quality of arrangement</li> <li>• Satisfaction level of key stakeholders</li> <li>• Identification of best and worst practices</li> </ul>	Project document reviews Project staff and project partner interviews Field visits during MTR mission	Interviews with project staff and stakeholders Review of project reports Triangulation of key findings through follow-up promptings
stakeholder engagement	<ul style="list-style-type: none"> <li>• Quality of arrangement</li> <li>• Satisfaction level of key stakeholders</li> <li>• Identification of best and worst practices</li> </ul>	Project document reviews Project staff and project partner interviews Field visits during MTR mission	Interviews with project staff and stakeholders Review of project reports Triangulation of key findings through follow-up promptings
Description of and effectiveness of reporting	<ul style="list-style-type: none"> <li>• Quality of arrangement</li> <li>• Satisfaction level of key stakeholders</li> <li>• Identification of best and worst practices</li> </ul>	Project document reviews Project staff and project partner interviews Field visits during MTR mission	Interviews with project staff and stakeholders Review of project reports Triangulation of key findings through follow-up promptings
Description of and effectiveness of communication	<ul style="list-style-type: none"> <li>• Quality of arrangement</li> <li>• Satisfaction level of key stakeholders</li> <li>• Identification of best and worst practices</li> </ul>	Project document reviews Project staff and project partner interviews Field visits during MTR mission	Interviews with project staff and stakeholders Review of project reports Triangulation of key findings through follow-up promptings
Any specific recommendations?	Identification of possible recommendations, which seem to prominently stick in the heads of project stakeholders (most significant changes approach)	Project staff and project partner interviews	Interviews with project staff and stakeholders Review of project reports Triangulation of key findings through follow-up promptings
<b>Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?</b>			
Are there any significant risks emerging with regards to any of the assessment areas?	Risks identified	Project document reviews Project staff and project partner interviews Field visits during MTR mission	Prodoc and PIRs Interviews with project staff and stakeholders Review of project reports Triangulation of key findings through follow-up promptings
Should specific risks be included in the project risk log?	Emerging risk	Project document reviews Project staff and project partner interviews Field visits during MTR mission	Prodoc and PIRs Interviews with project staff and stakeholders Review of project reports Triangulation of key findings through follow-up promptings
Is the risk log up to date? Is reporting on the log adequate? Are the mitigation strategies valid?	Quality Completeness Reporting	Project document reviews Project staff and project partner interviews Field visits during MTR mission	Prodoc and PIRs Interviews with project staff and stakeholders Review of project reports Triangulation of key findings through follow-up promptings

## Annex 5. Ratings Scales

<b>Ratings for Progress Towards Results: (one rating for each outcome and for the objective)</b>		
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.

<b>Ratings for Project Implementation &amp; Adaptive Management: (one overall rating)</b>		
6	Highly Satisfactory (HS)	Implementation of all seven 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 seven 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 seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
3	Moderately Unsatisfactory (MU)	Implementation of some of the seven 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 seven components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

<b>Ratings for Sustainability: (one overall rating)</b>		
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

## Annex 6. MTR work schedule and mission itinerary

Week 1: 13 to 18 January; and ad hoc before mission	<ul style="list-style-type: none"> <li>• Contract</li> <li>• Desk review of project documentation</li> <li>• Draft inception report</li> <li>• Mission plan</li> <li>• Calls with UNDP and other key partners</li> <li>• Organisationals</li> </ul>
Week 2: 01 to 10 March	<p>02 March: Arrival Luanda; introduction UNDP; transfer to Lubango</p> <p>03 – 05 March: Visit Bicular National Park incl. community visits</p> <p>06 &amp; 07 March: Stakeholder meetings Luanda; MINAMB/INBAC, UNDP</p> <p>08 March: Visit Quiçama National Park</p> <p>09 March: Departure</p> <p>April: Telephonic interviews Quiçama Foundation &amp; UNDP RTA</p>
Week 3 to Week 5 (March/April)	<ul style="list-style-type: none"> <li>• Report drafting</li> <li>• 29 April: Full draft report - 1<sup>st</sup> submission</li> <li>• 19 May: revised Full draft report: 2<sup>nd</sup> submission</li> <li>• TBD – final report</li> </ul>

## Annex 7. List of persons interviewed

Name	Function	Contact
Jose Maria Kandungu	Park Administrator, Bicua National Park	0244-923786618 <a href="mailto:Kandungu76@gmail.com">Kandungu76@gmail.com</a>
Bob Simoketo	Coordinator/ team leader GEF5 Project Management Team (INBAC)	924203908 <a href="mailto:bsioketo@yahoo.com.br">bsioketo@yahoo.com.br</a>
Celsia Africano Guima	Technical staff - GEF5 Project Management Team (INBAC)	924485257 <a href="mailto:celsiagama@hotmail.com">celsiagama@hotmail.com</a>
Hilaria Valeria	Technical staff - GEF5 Project Management Team (INBAC)	939121892 <a href="mailto:hilamachado@hotmail.com">hilamachado@hotmail.com</a>
Cerlina Andre	Administrator - GEF5 Project Management Team (INBAC)	939121842 <a href="mailto:cerlina-alexandra@hotmail.com">cerlina-alexandra@hotmail.com</a>
Miguel Savituma	Park Administrator, Quicama National Park	923581625 <a href="mailto:savituma@gmail.com">savituma@gmail.com</a>
Sango dos Anjos Carlos de Sa	Head of Department: Biodiversity Management INBAC	924175953 <a href="mailto:BigSango11@gmail.com">BigSango11@gmail.com</a>
Valdimir Russo	Quicama Foundation – consultant to GEF5 project	<a href="mailto:vladyrusso@gmail.com">vladyrusso@gmail.com</a>
Sara Fernandes	RWCP – Consultant to GEF5 project	<a href="mailto:kikas.sara@gmail.com">kikas.sara@gmail.com</a>
David Elizalde	RWCP – Consultant to GEF5 project	<a href="mailto:delicast@gmail.com">delicast@gmail.com</a>
Vanessa Falkowsky	UNDP – UNV	<a href="mailto:vanessa.falkowski@undp.org">vanessa.falkowski@undp.org</a>
Goetz Schroth	UNDP - Program Specialist Environment	<a href="mailto:goetz.schroth@undp.org">goetz.schroth@undp.org</a>
Claudia Fernandes	UNDP - RBM and Communication Analyst	<a href="mailto:claudia.fernandes@undp.org">claudia.fernandes@undp.org</a>
Penny Stock	UNDP RTA	<a href="mailto:penny.stock@undp.org">penny.stock@undp.org</a>
Abias Huongo	Consultant; 1 <sup>st</sup> Project Director (previous Director of INBAC)	+244 912 504 379
Maria Helena Loa	Deputy Director INBAC	<a href="mailto:marialoa2004@yahoo.com.br">marialoa2004@yahoo.com.br</a> +244924350431
Community 1 – Bicular	+/- 10 representatives of two communities including a local San community (indigenous people)	
Community 2 – Bicular	+/- 40 representatives	



## **Annex 8. List of documents reviewed**

### Official project documentation:

1. PIF, dated 11 August 2011
2. UNDP Project Document, signed 18 May 2016
3. CEO Endorsement Request, dated 2011
4. UNDP Environmental and Social Screening results, undated
5. Project Inception Meeting Report, 06 October 2016
6. Project Implementation Reports (PIR's) (2017 and 2018; 2019 currently under preparation)
7. GEF5 Annual Project Report 2018
8. GEF focal area Tracking Tools at CEO endorsement and midterm (METT and Financial Score Cards), updated by PMU 28 January 2019
9. UNDP Capacity development scorecard / Iona MPA Project January 15, 2018
10. Selected Quarterly report (2017 & 2018)
11. Audit report: Deloitte & Touche, December 2017
12. UNDP internal monitoring tools: activity implementation and financial spending, update March 2019
13. UNDP Design Appraisal Stage Quality Assurance Report, accessed 6 March 2019
14. UNDP Implementation and Monitoring Stage Quality Assurance Report, accessed 6 March 2019
15. Oversight mission reports

### Technical project reports and outputs:

#### A. BICUAR

16. Mammal Survey; elements of Draft Bicular Management Plan

#### B. CANGANDALA

17. Draft Cangandala Management Plan

#### C. LUANDO

18. Levantamento de Mamíferos de Grande e Médio porte na Reserva Natural Integral do Luando. Productor 1: Plan de Trabalho. Maio 2018 (Rosemary Groom, Sara Elizalde, David Elizalde)

#### D. QUICAMA

19. Quicama National Park: Large and Medium-sized Mammal Survey
20. Draft Quicama Management Plan, (DRAFT 7, January 2019)

### Project communication materials:

21. Project site location maps

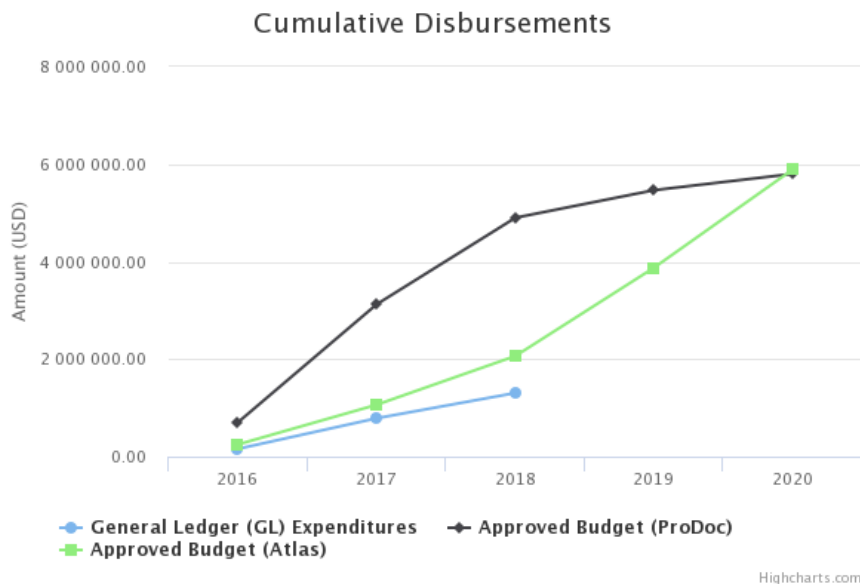
## Annex 9. Co-financing table & financial spending

Source of co-financing	Name of co-financer	Tyr of co-financing	Amount confirmed at CER-ER (USD)	Actual Amount contributed at stage of MTR (USD)	Actual % of expected amount
	UNDP	TRAC	500,000	250,000	50%
	MINAMB		15 Mio	7,5 Mio	50%
	Other		690,400*	-	0%
		<b>TOTAL</b>	<b>16,190,400</b>	<b>7,75 Mio</b>	<b>48%</b>

\* The planned co-financing is not available any more as the projects were closed by time of GEF5 project start.

### Financial report (PIR 2018)

Cumulative GL delivery against total approved amount (in prodoc):	22.5%
Cumulative GL delivery against expected delivery as of this year:	26.63%
Cumulative disbursement as of 30 June (note: amount to be updated in late August):	1,305,133.49



### March 2019 update:

Committed	Spent	Available	AWP-19	AWP-18
2 395 592	1 842 648	3 404 408	1 125 000	1 000 000
41%	32%	59%		

## Annex 10. Signed UNEG Code of Conduct form

### Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

### MTR Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Consultant: Dr. Juliane Zeidler\_\_\_\_\_

Name of Consultancy Organization (where relevant): \_\_\_\_\_

**I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.**

Signed at Praia na Tofo, Mozambique \_\_\_\_\_ (Place) on 19 May 2019 \_\_\_\_\_ (Date)

Signature: Digital signature in PDF report \_\_\_\_\_

## Annex 11. Signed MTR final report clearance form

*(to be completed by the Commissioning Unit and UNDP-GEF RTA and included in the final document)*

### Midterm Review Report Reviewed and Cleared By:

#### Commissioning Unit

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

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

#### UNDP-GEF Regional Technical Advisor

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

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

**Annex 12.** Annexed in a separate file: Audit trail from received comments on draft MTR report

#	Comment received	Response	Review

**Annex 13.** Annexed in a separate file: Relevant midterm tracking tools (METT, FSC, Capacity scorecard, etc.)