



Terminal evaluation for UNDP-supported GEF-financed project ***Expansion and strengthening of Angola's Protected Area system***

PIMS#: 4464; GEF ID: 4589



Final Report

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12th January 2023

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Acronyms

CSO	Civil Society Organisation
EQ	Evaluation Question
DFI	Forest Development Institute
FGD	Focus Group Discussion
GEF	Global Environmental Facility
GoA	Government of Angola
INBC	National Institute of Biodiversity and Conservation (former National Institute of Biodiversity and Conservation Areas)
INGA	National Environmental Management Institute
KfW	Kreditanstalt für Wiederaufbau (German Development Bank)
MCTA	Ministry of Culture, Tourism and Environment (former (MINAMB)
METT	Management Effectiveness Tracking Tool
MINAMB	Ministry of Environment
NGO	Non-Governmental Organisation
NIP	National Implementation Modality
NP	National Park
NBSAP	National Biodiversity Strategy and Action Plan
OECD / DAC	Organisation for Economic Co-operation and Development / Development Assistance Committee
PA	Protected Area
PB	Project Board
PLERNACA	National Plan for the Establishment of New Protected Areas
PMU	Project Management Unit
PSC	Project Steering Committee
RTA	Regional Technical Advisor
RTS	Regional Technical Specialist
SDG	Sustainable Development Goal
TE	Terminal Evaluation
ToC	Theory of Change
ToR	Terms of Reference
UNDP	United Nations Development Programme
USD	United States Dollars

Executive summary

Project information table

Project title	Expansion and Strengthening of Angola’s Protected Area system		
UNDP Project ID (PIMS)	4464	PIF approval date	30/8/2011
GEF project ID (PIMS)	4589	CEO endorsement date	24/7/2013
Atlas business unit award Project ID	00078044 00088535	Project document signature date	18/5/2016
Country	Angola	Inception workshop date	6/10/2016
Region	Africa	MTR completion date	21/8/2019
Focal area	Biodiversity	TE completion date	10/2022
GEF Operational Programme or Strategic Priorities/Objectives	Biodiversity Objective 1 “Improve Sustainability of Protected Area Systems” (BD1) Outcome 1.1 “Improved management effectiveness of existing and new protected areas	Planned operational closure date	19/05/2021
Trust Fund	TF		
Implementing partner (GEF executing entity)	UNDP Angola	If revised, proposed op. closing date	November 18, 2022
NGOs/CBOs involvement	Ministry of culture, tourism and environment (MCTA, former MINAMB) - National Institute of Biodiversity and Conservation (INBC)		
Private sector involvement	N/A		
Geo-spatial coordinates of project sites	Quiçama NP 9°45’S 13°35’E, Cangandala NP 9°52’S 16°40’E, Bicuar NP 15°20’S 14°50’E, Serra do Pingano 7°44’S 15°00’E, Floresta da Cumbira 11°10’ 14°15’, Morro do Moco 12°26’S 15°10’E		
Financial information			
PDF / PPG	at approval (USDM)		at PDF/PPG completion (USDM)
GEF PDF/PPG grants for project preparation	0.1		0.1
Co-financing for project preparation			
Project	At CEO endorsement (USD)		At Terminal evaluation (USD)
1 UNDP contribution	0.5		0.5

2 Government	15.0	3.5
3 Other multi/bi-lateral		1.0
4 Private sector	0.7	1.0
5 NGOs		
6 Total co-financing (1+2+3+4+5)	16.2	6.0
7 GEF	5.8	5,0
8 Total project funding (6+7)	22.0	11.0

A brief description of the project

The goal of the project *Expansion and Strengthening of Angola's Protected Area* is to establish and effectively manage a network of Protected areas to conserve representative samples of Angola's globally unique biodiversity. Its objective is to enhance the management effectiveness of Angola's Conservation Areas System with the due consideration for its overall sustainability, including ecological, institutional and financial sustainability. The project expected outcomes are: (1) The legal, planning, policy, institutional and financial frameworks for protected area expansion are strengthened, and (2) Three existing National Parks are rehabilitated, and their management improved.

The project started on 6/10/2016 with the Inception workshop and a duration of five years. The Government of Angola (GoA) restructuring process, recurring changes of the Minister of environment and COVID-19 Pandemic restrictions have delayed the performance of activities. The operations of the project operations have been extended by 18 months until November 18, 2022. The GEF contributed USD 5.8 million, UNDP USD 0.5 million.

Evaluation Ratings Table

1. Monitoring and evaluation (M&E)	Rating
M&E design at entry	MU
M&E plan implementation	MU
Overall quality of M&E	MU
2 Implementing Agency (IA) Implementation & Executing Agency (EA) Execution	Rating
Quality of UNDP Implementation/Oversight	S
Quality of Implementing Partner Execution	MS
Overall quality of Implementation/Execution	MS
3. Assessment of Outcomes	Rating
Relevance	S
Effectiveness	MS
Efficiency	MS
Overall Project Outcome Rating	MS
4. Sustainability	Rating
Financial sustainability	MS
Socio-political sustainability	MS
Institutional framework and governance sustainability	MU
Environmental sustainability	S
Overall Likelihood of Sustainability	MS

Findings

Outcome 1. The project has provided targeted advice to and assisted the MINAMB in improving capacities that make possible to expand the PA system and collaborate with local communities in its management. Its activities have tackled the gaps in institutional framework at the central and PA level along an organic design that makes the MINAMB / INBC and PA authorities the credible interlocutors of potential investors in tourism development. The knowledge, skills, assets and work tools established contribute to the establishment and effective management of the Angolan PAs system. The project has assisted the GoA / MINAMB in elaborating and adopting new legal, planning, policy, institutional and financial instruments that favor the expansion and strengthening of the PAs, in initiating the establishment of new PAs and in signing a couple of concessions for the co-management of PAs with Non-governmental organizations. The project assisted the MINAMB / INBC in initiating the inclusion of new ecosystems among the protected areas in collaboration with local authorities and the population.

Outcome 2, The project has assisted the MINAMB / INBC and PAs authorities in the elaboration of the Management plans of three PAs and in building-up the human capacities and physical assets necessary to implement their provision in collaboration with the local communities and private sector along the participatory PA management plans. Newly government-hired PA staff and rangers have been trained as part of their process of deployment in the PAs. Local awareness has been created on the shared interest in conserving the PA natural resources and innovative approaches to sustainably exploit them are underway.

Conclusions

EQ1. Are the Angola institutional framework and regulations conducive to the wildlife conservation?

The implementation of the Angola institutional framework on wildlife conservation faces great hurdles because the policy instruments that regulate it identify the priorities and objectives. However, the resources allocated to operationalise the management of the PAs are still insufficient. The deployment of these documents is slowly progressing because the economic context limits the MINAMB influence on the Angolan institutions with overlapping mandate on the natural resources such as the economic ministries and National forestry institute.

EQ2. Are the assisted Protected areas (PA) preserving the main ecosystems and biodiversity of Angola?

The PA authorities still have limited capacities to conduct the PA surveillance and to dialogue with the local population beyond the pilot level. The expansion of the PAs network increases the size of these challenges.

EQ3. Does the PAs management ensure the contribution and benefits for their stakeholders?

Yes, the sensitization of the local communities has raised their expectations of undertaking activities compatible or integrated with tourism in order to diversify the sources of income, along the provisions of the PA management plans. Most provisions of the PA management plans in this respect have not yet been

implemented for lack of resources. A greater impact should be expected from the participation of investors in the management of the PA as these actions generate resources that can be reinvested in sustainable local development.

EQ4. Are the PAs financially sustainable?

No assisted PA is financially sustainable yet as the commitment of the PAs authorities to collaborate with the communities is starting with positive perspectives. The PA authorities are testing the capacities, knowledge and work tools developed with the assistance of the project. The envisioned sources of revenues that will complement the scarce Government budget started to flow tourism, carbon credit.

EQ5. Are the PAs exploiting the opportunities for synergies and collaborations with other initiatives?

Yes. the project approach to build capacities, provide equipment, test solutions through grants and promote the PAs is part of the broader strategy of complementing its actions with other ones. The formulation of the PA management plans should raise the leverage of the PAs authorities in coordinating externally funded initiatives. Indeed, the creation of new opportunities of joint actions is both essential for the sustainability of the PA management and more complex that envisioned by the project strategy.

EQ6. How have environmental and social safeguard contributed to the welfare of the communities surrounding the protected areas?

The main contribution of the project to put in place environmental and social safeguards consists in the formulation of the PA management plans. They are the result of the dialogue and consultation with the population and local authorities and include provisions that increase the welfare of the communities surrounding the protected areas.

EQ7. Are there any lessons learned in terms of gender that could be used for similar future interventions in terms of design, implementation, and monitoring and evaluation?

The gender equity is part of the project design thus it has not formulated a specific gender strategy. Notably, the project indicators do not include Gender markers. Indeed, several of its actions are preferably oriented to improve the livelihoods of women and the youth, as the community economy is highly dependent on their work. The project collaboration with these communities has mobilized the participation of women and youth in the design of the pilot bee-keeping and eco-tourism actions.

Recommendations

<i>Rec. #</i>	<i>TE Recommendation</i>	<i>Entity Responsible</i>	<i>Time frame</i>
A	<i>Project implementation and adaptive management</i>		
A.1	<i>Systematisation workshop. Perform a systematisation meeting with the key partners to assess the learning, practices, tools that</i>	INBC, PMU	Feb-Mar/2023

	are used by the INBC, PA authorities, assisted community-based businesses. Use the output of this exercise to plan the completion of activities and exit strategy.		
A.2	<i>Existing PAs contribution to the setup of the new ones.</i> Organize tours of the Existing PAs staff (managers, rangers) in the new PAs meeting communities there as part of a learning process. Their dialogue with the communities there should provide inputs for the next steps of the new PA establishment.	INBC, PMU	Jan-Feb/2023
A.3	<i>Policy brief.</i> Use the outputs of the systematization of the project experience to produce a policy brief directed to the high level of the MINANB and of the Ministry of finance. Such document should present the challenges encountered and options for funding the PA management, on the basis of project experience.	INBC, MINAMB	Mar/2023
A.4	<i>PA management plans execution.</i> Expose the PA authorities / PA managers to successful experiences of involvement of stakeholders in the PA management.	INBC	Mar-May/2023
A.5	<i>Exit strategy.</i> Perform the inventory of the project assets of the assisted PA assets and elaborate the requirements / proposals for their operations and maintenance. Allocate spare project funds for their repair as part of the exit strategy, if needed.	INBC, PA authorities	Feb-Mar/2023
A.6	<i>Business plans.</i> Ensure that the co-management agreements established between the PA and investors include business plans that define the modalities of cost-recovery of the tasks performed by each partner. Local communities have to participate to such exercise.	INBC, PA authorities	Jan-Mar/2023

Lessons learnt

Sequencing of project activities. The articulation of the planned activities should include the establishment of operational links that make possible the organic coordination or exploitation of their outputs. The use of the outputs of one or more activities as inputs of other ones is important in the project economy and should be elaborated as part of the monitoring process / quality control checks.

Linking PA management to local livelihood diversification. The actions related to the development of sustainable, environmentally friendly tourism-linked business and differentiation of local community

sources of income are part of the participatory approach to PA management. Funding of such actions as stand alone interventions included in the PA management plans could be insufficient in producing the expected outcome, the local ownership of the PA management.

Organization of the stakeholders' participation. The involvement of national and local stakeholders in the design of project activities is part of the project strategy. The effectiveness of this process requires the build-up of the organizations that represent them. This makes possible their active involvement in decision making that otherwise would be marginal.

Operations and maintenance of project equipment and other assets. The efficient use and conservation of the vehicles, radio equipment, solar electric systems and other materials requires the performance of systematic operation and maintenance procedures and access to support services, as mechanics. An activity that creates the capacities of their users in such fields should be included in technology transfer projects.

Systematization of knowledge. The sharing of knowledge among partners and validation of best practices is central to technology transfer initiatives. They are part of the information management processes and contribute to continuous improvement, replication and expansion of the best practices. Such events should be elaborated inside an integrated monitoring, evaluation, accountability and learning strategy.

Innovating operational modalities of conservation of the PA. The building of capacities of the staff and endowment of the PA authorities with physical and conceptual assets is the initial phase of a process that should allow the beneficiaries to elaborate their operational modalities to the PA management. The peculiarities of the environment and socio-economy of the PA region have to be included in the implementation of their management plans.

1. Introduction

1.1 Purpose and objective of the Terminal Evaluation

The overall objective of Terminal evaluation (TE) is to review the achievements made to deliver the specified objectives and outcomes of the project titled *Expansion and Strengthening of Angola's Protected Area*.

The specific objectives are:

- to establish the effectiveness, efficiency, relevance, performance and success of the project, including the sustainability of results and the project exit strategies;
- to draw and analyze lessons learned through the project and best practices pertaining to the strategies employed, and implementation arrangements, which may be utilized to inform future programmes.

1.2 Scope of the Evaluation

The Terminal evaluation (TE) assesses the project performance against the expectations set out in the project's Logical Framework/Results Framework according to the criteria outlined in the Guidance for conducting Terminal Evaluation and Midterm Review of UNDP-supported GEF-financed projects. The TE covers the duration of the execution of the project from 18/05/2016 until 18/11/2022 i.e., the performance of the field survey. It focuses on achievements, impacts and lessons learned that can improve the performance of the project and improve overall UNDP programming. It captures lessons learned and good practices from the project and to provide information on the nature, effectiveness and sustainability of the initial results of the project. It makes recommendations on *adaptive management* to cope with the impact of COVID-19 and other external factors (environmental, institutional, etc.) that influence its performance and outcomes.

1.3 Methodology

The TE combined the analysis of the project documents with the feedback provided by key informants through interviews to the main stakeholders and field visits cross-checking the progress made by the project from different viewpoints. This approach incorporated in the assessment the contribution of the participants to the project implementation and sped up the survey. The first-hand information collected by the experts provided the evidence that corroborates the content of the documents and identified the influence of the context on the partners' and beneficiaries' contribution to the project activities.

At the start of the mission, the experts studied the project documents in detail and identified key elements for the survey and interview of the informants. The result of this exercise was used to finalise the Evaluation questions and to elaborate the Evaluation matrix. The experts developed the interview guide with open-ended questions that capture the viewpoints of informants and the information necessary to answer to the Evaluation questions. Such format expanded their object to the context and factors that influence the behaviour of the informants.

The Evaluation questions include a specific one about Gender equality and women's empowerment. Environmental sustainability and knowledge management are central topics of the project strategy. Thus, their analysis is part of that of the project impact and sustainability. The compliance of UNDP environmental and social safeguards was object of the analysis in relation to the access to the natural reserves, interaction with the surrounding communities and the COVID-19 restrictions.

1.5 Data collection and analysis

The interview plan was based on a list of informants selected in collaboration with the Project management unit (PMU) for their relevance to the topics addressed by the project. They included project partners as well as other entities that are active at the national level and in the intervention areas in the conservation and sustainable use of the Protected areas (PA) resources. The experts analysed the evidence collected through the interviews and visits to a sample of the project sites representing the different kinds of actions of the project and triangulated it with the project data of the documents/reports and with the target values of the Logical framework to formulate the conclusions, lessons learnt and recommendations. The results of this exercise are completed and validated during the restitution workshop whose inputs are used to finalise the Evaluation report.

The TE is made of the following phases:

Inception, establishing the methodology and arrangements for the survey. The Kick-off meeting with the Reference group to clarify the Terms of reference and chronogram of the TE was held remotely on 25/8/2022. The inception report was completed on 8/9/2022.

Survey, including the interviews remotely conducted by the Team leader and visit to the PAs by the National expert (see Annex 10). The presentation of the Initial findings of the survey with the aid of a PowerPoint presentation is conducted remotely.

Synthesis, consisting in the elaborates of the Draft report and Tracking tool and incorporation of the comments made by stakeholders to finalise the TE report and Audit trail.

Ethics. The TE is performed along the principles stated in the UNDP Ethical evaluation rules. The experts have anonymised the answers of the interviewees before citing them in the text.

1.6 Limitations

The available documents relate to the main elements of the project identification and reporting of the activities done. Some technical documents issuing from the performed activities have been collected from the informants during the survey (see Annex 3). The National expert strong acquaintance with the PA activities, including external observations made during the project implementation, complete the evidence collected during the survey and information extracted from the available documents. The survey complied with the regulations imposed by the response to the COVID-19 pandemic. Some informants were not available for the remote interviews, thus increasing the weight of the information collected during the visits to the PAs. The project was implemented with some limitation in terms of capacity and autonomy. Based on such limitation, some tangible results were difficult to measure as they were not object of a specific monitoring and assessment process.

1.7 Terminal evaluation report structure

This report is made of the following sections:

Executive Summary

1. Introduction, presenting the methodology of the Terminal evaluation
2. The project description, presenting the key features of the GEF project
3. Findings, analysing the collected information
4. Main findings, Conclusions, Lessons Learnt, Recommendations

Annexes

2. Project description

2.1 Project start and duration, including milestones

The *Expansion and Strengthening of Angola's Protected Area* project started on 6/10/2016 with the Inception workshop and a duration of five years. The Government of Angola (GoA) restructuring process, recurring changes of the Minister of environment and COVID-19 Pandemic restrictions have delayed the performance of activities. The operations of the project operations have been extended by 18 months until November 18, 2022, to allow the time to consolidate on its initial result.

The intended measurable results stated in the project document include the increase of the coverage of terrestrial PAs to include 23 of the 32 mapped Angolan vegetation types (up from a baseline of 11 vegetation types covered), thus incorporating not protected habitats into the PAs. The expansion is expected to add 9,050 km² to the initial PA estate, increasing the coverage from approximately 12.8% to 13.5% of the national territory.

The project supported the establishment of three National parks (NP): the Floresta de Cumbira NP, Morro do Moco NP and Serra de Pingano NP that increase the PA land surface by 0.3%. It strengthens the management, and operational capacities of the authorities of Quiçama NP, Cangadala NP e reserve do Luando, and Bicular NP in the field of planning, monitoring, surveillance and law enforcement, project included operational support to Maiombe NP, as well some assistance to the network of conservation areas. The project addresses the needs of the communities in or adjacent to the PAs to manage human-wildlife conflicts and develop activities that generate local socio-economic benefits.

2.2 Development context

Since the end of the conflict, Angola has become one of the fastest growing economies in the world although poverty and youth development remain critical issues. The rehabilitation of infrastructure and the provision of basic social services are the top priorities of the government. Rapid economic growth leads to the intensification of environmental degradation and biodiversity loss because a large proportion of the population ekes a living from the exploitation of natural resources. The development and enforcement of environmental legislation is severely hampered by the limited human, financial and institutional capacities. Enforcement measures in the protected areas are inadequate and require several efforts in relation to strategies. On other end, lack of management capacities is still a key constrains in all the PAs.

This country is one of the most biodiverse richest countries in Africa with the greatest diversity of terrestrial biomes and WWF-ecoregions in Africa. Angola's current protected area system totals an area of 162,642 km² (9 National Parks, 2 Strict Nature Reserves and 2 Partial Reserves). The imbalance of representation of biomes and ecosystems in Angola's protected area network is of concern. While arid savannas and desert systems are well represented, lowland, escarpment, and montane forests, which together include the

major portion of Angola's biodiversity, have no formal protection. Only three national parks have a minimal degree of management thanks to donor-funded initiatives (Quiçama NP and Cangandala NP) or bank loans (Bicuar NP), with some *ad hoc* government contributions. The Ministry of Environment (MINAMB)¹ coordinates, develops, implements and enforces environmental policies, particularly in the areas of biodiversity, is virtually absent from all parks and reserves. Its *Secretaria de Estado para a Biodiversidade e Áreas de Conservação* has direct oversight authority for PA through the extinct National Directorate for Biodiversity (*Direcção nacional de biodiversidade*) in the beginning of project.

The *National Biodiversity Strategy and Action Plan* (NBSAP, 2007-2012) recognises that *'The organisation of effective management in existing protected areas and the creation of others are important strategic interventions for the conservation of important biodiversity components*. The NBSAP 2019-2025 links the conservation of ecosystems and biodiversity to the *ecosystems provision essential services that contribute to the eradication of extreme poverty and the well-being of the population*. The National Policy on Forest, Wildlife and Conservation Areas was approved (2010) promotes the conservation and sustainable use of natural resources as a mean to improve the welfare and livelihood of rural communities. Its Strategic goals include: *2 strengthening the network of conservation areas including representations of the different Biomes and Ecosystems in Angola; and 6 reinforcing the role of local communities in the management of Biodiversity*. The National Policy on Forest, Wildlife and Conservation Areas defines the mandates of the ministry in charge of the agricultural sector (currently MINAGRI) and of that in charge of the environment (currently MINAMB). The Nationally determined contribution (NDC, 2021) recognizes the capacity of terrestrial ecosystems to capture and sequester large quantities of carbon through the accumulation of aerial and underground biomass, and the deposit of organic matter accumulated in ground. The NDC promotes reforestation as a mitigation measure and the improvement of the management of existing conservation areas and continue the process of creating new areas as an adaptation measure, also through community-based mitigation and adaptation projects.

2.3 Problems that the project sought to address, threats and barriers targeted

The environmental degradation is progressing in Angola due to reckless resource exploitation and insufficient environmental management, the impact of the conflict-triggered social displacement and the widespread poverty, food insecurity and the over-exploitation of alternative sources, coupled with unproductive agricultural practices. The establishment, and effective management, of a representative

¹ The Ministry of Environment (MINAMB) has been changed to Ministry of Culture, Tourism and Environment (MCTA) and later resumed its original denomination

system of protected areas is an integral part of the country's overall strategy to address the threats and root causes of biodiversity loss. However, the inadequate capacity at the central level coupled with underdeveloped financial frameworks for managing this system limits PA expansion. At the same time, low operational capacity and resources hamper the management and mitigation of the threats to Quiçama NP, Cangandala NP and Bicular NP. These and the forecast PAs are critical for the conservation of the biodiversity of Angola as they represent the main ecological regions of the country. The following table presents their main features.

Table 1. Protected areas assisted by the project

Protected area	Key features					
	Province	Year of creation	Ecological region	Extension km ²	Community encroachment	Other human threats
Floresta da Cumbira	Kuanza Sul	New	Tropical semi-deciduous forest	1,277	High	Medium
Serra do Pingano	Uíge	New	Tropical rainforest	2,068	Medium	High
Morro do Moco	Huambo	New	Tropical forest, savannah, mountain fields	1,075	Low	Low
Quiçama NP	Luanda	1957	Tropical and subtropical dry broadleaf forests, grasslands, savannas, mangroves	9,960	High	High
Cangandala NP	Malanje	1970	Tropical and subtropical dry broadleaf forests	630	High	Medium
Bicular NP	Huíla	1964	Tropical and subtropical dry broadleaf forests	7,900	Medium	Low
Maiombo NP (part of transboundary PA)	Cabinda	2011	Tropical humid broadleaf forests	1,930	High	Medium
Luando strict nature reserve	Malanje, Bié	1957	Savanna, tropical and subtropical dry broadleaf forests	8,280	High	High

2.4 Immediate and development objectives of the project

The project *Expansion and Strengthening of Angola's Protected Area system* support to strengthening and expanding the terrestrial network of PA was directed to answer to the immediate threats to their integrity and continuation in the delivery of their ecosystem services. The project intended to expand the PA surface from km² 162,642 to km² 165,000 through the establishment of 3 new PAs, the PA bio-geographic representation from 14 to 23 vegetation types, and to improve their management effectiveness, a strategic weakness of the Government commitment to address the threats to Angola's biodiversity. Its strategy also aimed at reinforcing the institutional foundations and financing framework for the PA system and especially the management of the rehabilitated PAs.

2.5 Description of the project Theory of Change

The project implements the second phase of the comprehensive national programme to rehabilitate, strengthen and expand Angola's PAs system². It strengthens the legal, planning, policy, institutional and financial frameworks for protected area expansion and rehabilitate three existing National Parks (Cangandala, Bicular and Quiçama) and improves their management. It enhances the network of PA in response to the growing threats to their ecological integrity. The project recognizes the different roles that the national and local actors and promotes concurrent, coordinated contribution to the PAs and natural resources conservation and sustainable development, with emphasis in the participation of the people living in and around the PAs.

External conditions that influence the success of PA management range from environment, demography and professional expertise to the socio-economic conditions in the PA and surrounding areas. The access to technology, is especially important in relation to the PA surveillance. Dialogue and participation are the underlying condition for the planning of the conservation, sustainable use and equitable access to the ecosystem services of the PA. Information sharing, discussion, negotiation and collaboration make possible the creation of consensus and facilitate the implementation of the PA management along sustainability criteria thus ensuring the participation of external stakeholders to the PA management plans. This process allows the integration of the action of the stakeholders, starting with the Environment Sector and national institutions in coherent strategies and their contribution to create consensus, mobilize financial resources and efficiently merge the contribution of local, national and foreign partners in the understanding of the issues at stake in the running of the PA.

The build-up of capacities to plan and coordinate the strategies and actions involves *political and operational or technical aspects*. This implies the elaboration and adoption of *business models* conducive to the sourcing of financial resources and to the participative budget planning of the access to the PA ecosystem services. The involvement of each socio-economic sector requires not only the participation and strengthening of the understanding of the value of the PA natural resources by institutions and local authorities but also their commitment of resources, time and capacities to be effective. The performance of advocacy and communication actions is needed to sensitize the decision makers. The success of this action is also dependent on the availability of and mobilization of private resources, as economic actors can play a positive or negative role in the conservation of the PA natural resources. Thus, the project has to ensure the broader dissemination and discussion of early benefits it is producing in the socio-economic field to involve not only

² The first phase of the national programme started in 2012 with the *National Biodiversity Project: Iona National Park* and the implementation of the GEF-funded *Iona Project* that also supported the government the establishment and operationalization of the *Department of Conservation Areas* within the *Instituto Nacional de Biodiversidade e Áreas de Conservação* (INBC).

the local communities but also entrepreneurs the governance of the PA system, to invest and harvest benefits from their long-term existence and reduce the search for fast profits at the expenses of their natural resources. Annex 5 illustrates the reconstructed ToC of the project in detail.

2.6 Expected results

The project goal is to establish and effectively manage a network of Protected areas to conserve representative samples of Angola's globally unique biodiversity. Its objective is to enhance the management effectiveness – including operational effectiveness and ecosystem representation – of Angola's Conservation Areas System with the due consideration for its overall sustainability, including ecological, institutional and financial sustainability.

The project is articulated into two components and outcomes and six 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 (Quiçama, Cangandala, Bicular). 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

2.6 Total resources

The GEF contributed USD 5.8 million, with total co-finance of USD 16.19 million from UNDP Regular Resources (USD 0.50 million). The Government of Angola through MCTA committed USD 15.0 million of co-financing and other partners managed resources from bilateral donors and other sources were expected to reach USD 0.7 million, for a total pledged co-financing of USD 15.2.

2.8 Main stakeholders

2.8.1 National actors

The stakeholders of the PAs are active at the national and local level. The stakeholders of the PAs are active at the national and local level. The MINAMB / INBC and the other national institutions shape, negotiate and harmonise the development priorities with the natural resources protection ones and represent the interests of the local authorities, communities and private organisations interested in their equitable access and use.

Government institutions in charge of the formulation, supervision and implementation of the provisions of the development policies often merge the two tasks of policy making and execution of the regulatory framework. The Agostinho Neto University, Ministry of Finance, Interior, Defence, Economy and Planning, Agriculture and Forest are important partners of the MINAMB in the protection of the environment. Their perception of the PAs value is influenced by their sectoral interests and priorities and, at the same time, their involvement in the mentioned tasks of formulation supervision and implementation. For such reason, they are often in a difficult position in relation to the appraisal of the fitness and effectiveness of such provisions, as they are associated to them in conflicting roles. They collaborate with the MINAMB in ensuring the compatibility of development and environmental rights and negotiate their different needs and expectations inside the national policy making process but at the same time are involved in the execution of activities that conflict with them. The MINAMB sensitizes and involves other institutions and technical agencies in targeted collaborations that political confrontation of concurring interest and priorities a process that is made more complex and less effective by the mentioned conflicting positions of its partners.

The private sector is interested in the economic exploitation of the natural resources of the PAs. Several international development agencies fund activities connected to the management of the PAs. The Academia is engaged in the study of the natural resources of the country and builds the knowledge used in taking decisions on the management of the PAs and equitable access to their ecosystem services.

2.8.2 Local actors

State and non-state actors, including business, communities, civil society organisations, professionals and individuals are the final beneficiaries of the sustainable management of the PAs. They contribute to the conservation and sustainable use of their natural resources as far as their interests are respected. Thus, their access to the ecosystem services of the PAs is often conflictive. The Local government authorities and

traditional authorities represent the local population and organize their participation to local development planning. The Non-governmental organisations (NGOs) are especially active in linking the PAs conservation and community socio-economic development priorities at the local level. Community based organisations (CBOs) are entities that organise the people involved in socio-economic activities at the village level. Annex 4 presents the PAs stakeholders and their key interests and tasks in PAs management.

2.8.3 The partners of the project

UNDP is the GEF Implementing agency. The MINAMB – *National Institute for Biodiversity and Conservation* (INBC) is the Implementing partner. The execution of activities has involved the Ministry of Planning and Economy, Ministry of Finance, Ministry of Agriculture and Fisheries, Ministry of Public Works and Territorial Planning, Ministry of State Administration, Ministry of Interior, Ministry of Defense and State Veterans, Provincial and Municipal Governments in the areas of the assisted PA along with the surrounding communities, academia (Kimpa Vita University and foreign high education institutions) and Civil society organisations.

The TE is inscribed in the M&E approach of the GEF funded project that has performed the Mid-term review in 2019 mainly concerned with the barriers faced in the delivery of activities.

3. Findings

3.1 Project Design/Formulation

3.1.1 Analysis of the Results framework: project logic and strategy, indicators

The Results framework elaborates in detail the project strategy by establishing a straightforward connection between the activities, outputs and outcomes of the project. The project objectives and outcomes aim at improving complementary aspects of the management of the Angola PA system by articulating the national coordination capacities and reinforcement of the managerial capacities of the PA staff, assets and work approaches. The expected outcomes and outputs are properly quantified and conducive to the expansion and rehabilitation of the national network of PA through public-private partnerships, a core element of the Angola PA strategy. The building of knowledge and skills of the stakeholders link the two components that enhance the national framework / expand the coverage of PA ecosystems and rehabilitate the three target PAs. Their combined effects articulate the Theory of change on which the programme design is based by

bringing together the framing and operationalisation of the PA system. Such exercise is properly aligned to the national conservation policies that advocate for public private partnerships in the management of the PAs.

The project Results framework has not changed since the start of the action. Its Outcome indicators are SMART. They record the joint effects produced by the project activities and their target values properly set. However, their measuring is not always reliable, as in the case of the measuring of the progress in GoA financing of the PAs management. The data recorded for such indicators are proxy of the proposed indicators values as they are not directly extracted from the MINAMB budget.

Specifically, the Output and Outcome indicators cover the project achievements in their macro and micro aspects. Notably the financial sustainability and Capacity development Assessment (CDA) scorecards, the Government budget allocated for PA management and extent of PA are appropriate to measure the change in the PA management system. Also relevant are the Result indicators that include technical and financial target, the Management Effectiveness Tracking Tool (METT) of the three rehabilitated PAs.

The weaker point of the Result framework consists in its identified assumptions and risks that are underestimated. Several factors impact on the project execution that concern the engagement of the GoA institutions and the access to inputs. First and foremost, the change of political and technical staff is a serious problem that affects the commitment and efficiency of the MINAMB as Implementing partner, and its relations with other institutions. Lack of continuity of its action is especially dangerous because the MINAMB has still to establish its effective leadership in the management of PA in relation to the national development framework and overlapping interest of other sectors on the access to the natural resources of the PAs. Such element of the PA system management has been insufficiently elaborated in the programme design whose assumptions were not enough elaborated in relation to the challenges faced by the civil service (see next section). However, the axing of the PA management on the partnership with the private sector is expected to reduce such risk along with the consolidation of the PA system.

The elements of the project Logframe (activities, results, objectives, indicators) are well defined and connected. Its weakness consists in the negative impact of the weakness of the MINAMB that disrupts the sequence of execution of the project activities and interferes with the organic deployment of the intervention logic. In such context, the implementation of the project strategy becomes the delivery of a fragmented, disarticulated set of activities whose joint effects are short of the target values set by the Logframe indicators.

3.1.2 Assumptions and risks

The project design has assumed the existence of the conditions for the effective engagement of the MINAMB / INBC. This assumption is not assured as the causes of the institutional weaknesses of the MINAMB are outside the control of the project. They have affected the implementation of its strategy making more difficult the mobilisation of the resources of the local partners.

The implementation of this actions faced two main risks. The coordination of the national and PA level activities depends on the availability of capacities and resources that the project is expected to build and whose mobilisation may take much more time than its duration. The fragility of the civil service, frequent changes of political and technical staff, negatively affect the effectiveness of the natural resources protection and management of the PAs. Secondly, the repartition of resources among the six assisted PA whose huge needs could require concentration and dedicated assistance. Such risks may combine and hamper the progress towards the sustainable management of the PAs thus discouraging the investments from private sector, NGOs, communities, research entities, etc.

The project assumes that the creation of capacities has a direct impact on the management of the PA. This is not always the case. Shift of staff, insufficient financial and technical resources, and the lack of acquaintance with the income generation activities proposed can result in the under-exploitation of the project endowments. While there are good prospects for engaging partnerships in the management and support to PAs (e.g. with foundations, NGOs, academia and investors), MINAMB's capacity to oversee working co-management arrangements and contracts is still incipient. With a few exceptions, park managers and central level staff have limited capacity to create and maintain these partnerships.

The understaffing and operational weaknesses of the PAs produce a huge impact on the exploitation of knowledge, materials and tools that are taught to the MINMB, PA authorities, community members. As the experience of other projects shows, the participation of stakeholders doesn't mean its convinced commitment to a public objective. Short term goals often prevail and result the sub-optimal utilisation of the project inputs.

The deficient generation of revenue from PAs and for the PA is also the result of the illegal exploitation of their resources. The approval and implementation of legal provisions on forests, wildlife and protected areas alone is not enough to discourage such depleting practices. The three PA rehabilitated (Quiçama, Cangandala and Bicular) face great challenges due to wildlife exploitation, encroachment by nearby communities and companies. The project seeks the collaboration of enforcement agencies and participation of the resident population in the surveillance activities through awareness raising and training. The other three PAs complete the representation of the Angolan ecosystems also facing threats to biodiversity along the provisions of the PLERNACA that proposed the expansion of the PA sites based on vegetation types studies to obtain a more representative network of terrestrial PAs.

3.1.3. Lessons learnt from other projects incorporated into project design

The lessons learnt from the long and often ineffectual process of establishing the Angolan PAs shows that such challenge is still incumbent and that the MINAMB struggles to consolidate its leadership in the management of the PA through the hiring of rangers in charge of their patrolling. The programme is aligned to the priorities of the PLERNACA planning on improving the represented in the terrestrial PA network (component 1) and experience of the GEF project supporting the Iona NP that has identified the suboptimal management effectiveness of the INBC / PA authorities in relation to effectively mitigate the threats to ecosystems and biodiversity. The combined lessons of these exercises concern the fact that the expansion of the PA system alone adds the burden of the MINAMB / INBC with little improvements for the conservation of the ecosystems and biodiversity, strongly endangered by the conflict. Conservation actions should tackle the management weaknesses and financial deficit through the establishment of public private partnerships (co-management) and involvement of the local population in the conservation and sustainable management of their natural resources. Thus, discontinuity in the control of the processes of expansion and consolidation of the protected areas is a serious problem with manifold impacts on the project implementation. The importance of the public sector involvement in the management of the PA is a central element of the proposed PAs management approach. It is coherent with national policies and properly enshrined in the strengthening of the national PA expansion capacities of the MINAMB and communication actions that promote the involvement of communities and investors in the conservation and sustainable use of the PA natural resources. The Project strategy organically encompasses the key elements of the transition from centrally-run to locally driven PA management supported by public-private partnerships.

3.1.4 Planned stakeholders' participation

The integration of the planned stakeholders' participation to the management of the shaping of the coordination modalities, sharing of information and management of the PAs is an intended objective of the project. The acquaintance between the MINAMB political and technical heads plays a fundamental role in transforming the dialogue and communication among stakeholders in a governance mechanism mainstreaming their commitment and inputs in the establishment of effective procedures of collaboration. The project expects to develop consultation between the PA authorities and surrounding communities to identify and test income generating activities inscribed in the PA management plans. At the same time, the project actively seeks the collaboration of the Academia, environmental agencies, investors to perform

environmental studies, elaborate management plans on the opportunities for building the capacities of the PA authorities and the design of new initiatives that preserve and valorise their natural resources.

No specific interactions were planned at the identification stage, due to the lack of operational contacts with initiatives whose performance was still uncertain. In fact, the collaborations established during the project execution have been very punctual and have not involved arrangements on joint actions, as the mentioned projects (as the elaboration of the proposal for the creation of the Serra do Pingano PA by Technical University of Dresden) has been directly coordinated with the MINAMB.

The project interaction with its stakeholders is insufficiently elaborated. Opportunities of dialogue are included especially in the planning and coordination of the performance of field activities but are not sustained targeted communication actions to maximise the contribution of stakeholders to such exercise. There is a specific element of this coordination that is part of the project design and that is challenged by the disruption of the acquaintance between institution leaders and other stakeholders that concern the alignment of technical / operational and budget planning. Commitments of financial resources are properly managed / directed to the achievement of the planned goals when the people that appropriate them are also in charge of their expenditures. Changes of staff make difficult such linkage and discourage policy makers from committing financial resources to the management of the PAs.

3.1.5 Linkages between the project and other interventions withing the sector

The expansion and strengthening of the PAs is strongly dependent on their linkages with other interventions within the sector, i.e. projects funded by international donors. The project is committed to reducing this dependence and includes indicators that properly measure such change. The discontinuity of leadership of the MINAMB directly challenges the progress expected in this field.

The project design fragmentation has limited its coherence with other initiatives contributing to the strengthening of the PAs. The slow progress made in building the PA management capacities has hampered their coordination with other initiatives. The most notable achievement in this field consists in the development of a partnership with the Zoological Society of London and Wildlife Conservation Society through their Range Wide Programme for the Conservation of Cheetah and Wild Dog, based in Zimbabwe, which is involved in wildlife surveys in Bicular and Quiçama. The INBC has received funding confirmation that Space for Giants and Elephant Protection Initiative (through a complementary funding for USAID under the Angolan Frontline Protection Project) will upscale rapid response capacity to protect key elephant population.

3.1.6 Gender responsiveness of project design

The project strategy to anchor PA management to the participation of the population surrounding the PA was expected per se to promote gender equality and economic empowerment. Thus, no specific gender strategy was elaborated. The Project team actively involved women in the performance of training, elaboration of income generating activities, etc. but not as part of a structured approach facilitating their engagement through, for example, actions, approaches reducing their ordinary work burden – the main obstacle to their effective, long term involvement in the PA management -. Thus, gender was not expressly addressed in the design of the project except as a cross-cutting consideration to be included in the implementation of actions addressing the economic needs of local communities in line with with, GEF, UNDP as well as national inclusiveness priorities.

3.1.7 Social and environmental safeguards

The building of the capacities of the rehabilitated PAs and participation of the surrounding communities in their management are aligned to social inclusion and compliance of environmental standards³. The MINAMB collaboration with the *Ministério do Interior* ensures that any community resettlement and relocation processes that may be required, be carried out under the rule of law, properly planned and administered in an equitable and fair manner by strictly adhering to the safeguards policies established by the GEF Council Document *GEF Policy on Agency Minimum Standards*⁴. The social and environmental safeguards have been properly implemented along the measures identified in the Project document. he visited communities and interviewed PA authorities did express their satisfaction with the fact that the planning of the PA management has been aligned to inclusiveness thus avoiding measures that threaten the livelihood and wellbeing of the surrounding population. No conflicts on the access to natural resources have been recorded that arise from the implementation of the project activities.

3.2 Project Implementation

3.2.1 Adaptive management

³ The new Protected Areas Law (April 2020) requires for communities to be represented in park management decisions. This law provides a basis for creating the necessary structures for community involvement in all PAs.

⁴ GEF/C.41/10/Rev.1 - November 18, 2011.

The project commitment to adaptive management was articulated through the strict relations that the Project Management Unit (PMU) has established with the MINAMB that has facilitated its dialogue with UNDP Country office. As a result, smooth adaptation of the planned activities was performed along the project implementation to uptake the changes of personnel in the implementing partner and difficulties created by the COVID-19 restrictions.

However, the project implementation has been complicated by its adaptation to the unsolved and emerging problems that affect the effectiveness of the protection of ecosystems and biodiversity in Angola. Weak institutions, logistical constraints and difficulty to procure adequate inputs have produced manifold effects on the cost of procurement, timing and connection among activities, and progress towards their results and objectives. The lack of continuity of the heads of the MINAMB is the more evident constraint to the project implementation. It has negatively the GoA commitment of human resources to the project implementation notwithstanding the mobilisation of dedicated staff because it has hampered the political guidance and decision making supporting the implementation of the revised regulatory framework. On the positive side, the MINAMB has appointed staff in charge of the expansion process and the National institute of biodiversity and conservation areas (INBC) has employed park management staff and ex-militaries as rangers. These commitments partly but insufficiently compensate the significant state budget cut suffered by the environment sector during the COVID-19 pandemic that has resulted in the shrinking of the funds allocated to PA management.

The use of the values of the project indicators should provide external, objective evidence to steer the project strategy. Such process was imperfectly performed due to the lack of in-depth analysis of the causes of the problems that affected the project implementation. The recording of descriptive presentation of the values of the indicators in the Result framework and in the text of the Annual progress report provides insights on rather than in depth analysis of such causes. It is of little use to reflect and decide how to tackle the structural problems that constrain the management of the PA system. It is adequate to adapt the execution of the planned activities but not to steer the project strategy in response to structural barriers or changes in the context that discourage the engagement of entities and people to the management of the PAs. Thus, the programme annual planning has contributed to adapt the activities implementation but has not integrated any substantial change in the project implementation strategy to improve the efficiency of their delivery.

The overall project coordination and implementation of activities struggled with the time-consuming procedures for planning and procurement and COVID-19 restrictions, along with the insecurity prevailing in some regions of the country. The project has modulated the execution of activities but not tackled at the root these problems that escape to its mandate and capacities. A substantial commitment of resources to

the build-up of an effective mechanism for the governance of the natural resources (i.e., the operationalisation of the national policies) would have been needed to properly solve such problems. In practice, the project adaptation lacked a reflection on the fitness of the project strategy to engage key stakeholders of the national development policies.

The changes induced by the Mid-term review (MTR) concerned the effort to intensify the activities that were already delayed in 2021, notably the procurement of equipment and materials and performance of training events. Annex 13 summarise the actions taken to comply with them. This result is coherent with the MTR focus on the relevance and progress made in the execution of the field interventions rather than on the fitness of the project strategy to the change in context (notably, the rotation of MINAMB staff and the insufficient engagement of other institutions). They did not affect the project implementation speed as they did not concern the modalities of planning, coordinating and monitoring the activities and results, excepted the undertaking of the meetings of the Project steering committee (PSC) since then, whose members had not yet been appointed at that time. In absence of an in-depth analysis of the causes of the MINAMB weaknesses and involvement of stakeholders, the MTR recommendations were insufficiently elaborated to produce substantial changes in such fields.

3.2.2 Actual stakeholders' participation and partnership arrangements

The UNDP plays a central role in the implementation and oversight of the project through its direct dialogue with the INBC, hiring of a monitoring expert and approval of annual work plans and participation to the lately established PSC meetings. The frequent changes of staff in the MINAMB and UNDP Country office negatively impacts on their interaction. The building of the trust relationship between the MINAMB leadership and the project has resulted in its discontinuous commitment to the solution of the problems arising from the dialogue with the other project partners. In practice, has limited the buy-in of the protection of the PA by the other Angolan institutions.

The MINAMB is in charge of this action implementation with the assistance of the Project team. The strengthening of the capacities of the MINAMB staff, notably the hiring of three staff to support the PA expansion, has not changed the negative situation created by rotation of its political and managerial staff, and consequent need for its leadership to re-assess the project situation to take informed decision.

The participation of stakeholders other than the direct project partners in its management was insufficient. The project did perform its activities without leveraging external partnerships. The MINAMB coordinated the performance of other initiatives in the same field without directly linking them to the project execution, as in the case of the elaboration of the proposal for establishing the Serra do Pingano PA. The government

delegated its tasks to the MINAMB / INBAC without involving other national institutions that had no active role in linking PA conservation interventions to the sector development strategies.

The project communication actions concentrated on the presentation of the activities planned and performed without producing a significant involvement of the general public in supporting the expansion of the PA system and improvement of their management. In fact, the co-financing initiatives that have concretised during the project execution have been independently arranged by the MINAMB without being linked to specific concerns of the general public. The interaction of the project was limited to the stakeholders participating to its activities, notably the PA authorities and local communities, that were reached directly by the INBAC and project staff.

No Gender action plan was elaborated. The gender mainstreaming was performed along a case-by-case approach where the project staff adopted inclusiveness criteria in selecting the beneficiaries of the creation of income generating activities and training events. No women-only sessions were organised in the mobilisation of and assistance to the assisted communities. And no direct collaborations were established with civil society organisations. In fact, the project strategy concentrated its commitments to the technical aspects of the expansion and strengthening of the PA system by devolving to the elaboration of the PA management plan the creation of the modalities of inclusiveness that should ensure the involvement of women, vulnerable groups and minorities in the conservation of their ecosystems and biodiversity.

The project performed communication actions that sensitised them at the national and PA level. However, such actions had no clear orientation to raise the project accountability and were not intended to support the representation of the stakeholders' viewpoint in the decision making of the project itself and of the MINAMB. This was especially true in relation to downstream accountability where stakeholders not directly involved in the project activities did not participate to the setup of the PAs management mechanisms. The project expects that the implementation of the PA management plans will contribute to a broader involvement of external actors in such field. However, little can be expected in absence of a strong integration between coordination, monitoring and communication actions in the target provinces.

3.2.3 Project finance and co-finance

The project expenditures have been delayed by the restructuring and transitions at the Ministerial level that were exacerbated by the impacts of the COVID-19 pandemic which resulted in nationwide lockdowns that caused project activities to largely come to a halt. Financial performance has increased by about 20% in the last year of execution due to the lifting of COVID-19 travel restrictions. The project has maintained expenditure within approved budget reallocation and Project Management Costs threshold. However, the

threshold for the sum of new budget lines have exceeded 5%. The project team is required to take remedial action including providing the required approvals for these additional budget lines. With most of the COVID-19 restrictions lifted and full opening of the economy following roll out of vaccinations, the risk of COVID-19 impact on project delivery has been significantly reduced.

The main variances between planned and actual expenditures concern the incomplete performance of field activities, notably in relation to the COVID-19 restrictions, that have reduced the incidental expenditures related to field travel, organisation of meetings with stakeholders and performance of training events.

The cumulative disbursement on 30 June 2022 amounted to USD 4,998,965 or 86.19% against the total approved amount (USD 5,800,000) and co-financing by MINAMB to USD 3,500,000 or 23% of the confirmed amount (USD 15,000,000). It should be noted that the INBC and African Parks co-management agreement of the Iona NP and German KfW investment in the Angola part of the KAZA transfrontier conservation area⁵ are both approximately USD 1 million strong, thus exceeding the planned contribution of other parties to the project co-financing. Overall co-financing has reached 37% of the initial pledges.

Table 2. Co-financing

Co-financing	UNDP financing (USD milion)		Government (USD milion)		Partner agency (USD milion)		Total (USD milion)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	0.5	0.5					0.5	0.5
Loans / concessions								
In-kind support			15.0	3.5			15.0	3.5
Other			0.7	2.0			0.7	2.0
Total	0.5	0.5	16.2	5.5			16.2	6.0

Source: PIRs

The GoA contribution to the project execution centred on the mobilisation of the INBC and PA staff, being decidedly lower than the funds that it committed to the project co-financing. The rate of co-financing reported, reveals the growing interest of the private sector in the management of the PA. Of course, it is still insufficient and is related to the frequent changes in the MINAMB leadership. It should be noted that the inability of the PMU to record and track the GOA commitment as well as the insufficient engagement of the implementing partner with potential investors at national and local level can be attributed to the negative impact of COVID-19 on tourism forecast and investment in the differentiation of Angola economy.

The potential sources of co-financing are still quite limited due to the fact that the PA management plans have not been linked to the elaboration of business plans or communication actions that appeal to potential

⁵ Transfrontier conservation areas – Kavango Zambese

investors. As a consequence, the opportunities for co-financing was been restricted to the direct deals of the MINAMB with investors that were already interested in collaborating in the conservation and sustainable use of the existing PAs.

3.2.4 Monitoring and evaluation: design at entry, implementation, overall assessment of M&E

The project M&E system design presents several shortages. The project did not revise the Result framework to cope with the weaknesses of its indicators (see section 2.4). thus, there was little room for expanding the scope of the M&E system to cover the external factors that influence the project implementation. The PMU was in charge of the project M&E data collection and indicators reporting, although without a dedicated M&E staff. Its inputs were transmitted to the UNDP M&E expert in charge of the corporate M&E tasks for the Overall Country Office and along with the inputs provided by the PMUs of the other projects fed the Country Office reporting and decision making. In addition, an International UNV complemented the PMU capacity in performing part of the M&E tasks in relation to the project implementation under the supervision of the Country Office. Thus, the UNDP Country Office M&E expert supported the action of the PMU in this field.

The reporting of most project indicator values consists in a combination of numerical values and explanations. In practice, their reporting lacks synthesis and makes difficult to compare their progress along the time. The feedback of monitoring has been used in taking decisions at the operational rather than at the strategical level. However, the main weakness of the M&E plan and of its implementation consisted in the fact that the local partners played a relatively passive role in the monitoring of the indicator values. For such reason, it was perceived as an external tool not engaging them in the analysis of and exploitation of the outputs of the monitoring tasks.

The calculation of some indicators values depended on sources not always reliable, a constraint made more complex by the fact that the monitoring process was not based on an organic work plan. The UNDP M&E expert, in collaboration with INBC and the MINAMB relevant departments, performed this task having little control on the choice of the sources of information whose correctness was uncertain. This is evident in the case of the indicators based on indexes, as the METT, whose calculation involves the systematic collection of data in the rehabilitated PAs (Component 2) and great experience and sensitivity of the environmental and managerial issues at stake. There is no proof that the project engaged on building the capacities of the MINAMB and other sources of information to ensure a reliable data collection and assessment.

The cumulation of is evident in the already mentioned combination of digits and descriptions used to present the progress made in the achievement of the targets of the indicators. Such situation made difficult to use

such values to support decision making and as content of the communication actions directed to establish the project upstream and especially downstream accountability.

Evaluation ratings table

Monitoring and evaluation (M&E)	Rating
M&E design at entry	MS
M&E plan implementation	MU
Overall quality of M&E	MU

3.2.5 UNDP implementation / oversight, Implementing partner execution and overall assessment of implementation / oversight and execution

The UNDP commitment to the project implementation was constant along the execution of its activities. The dialogue between the INBC and the UNDP Country office was the core of the project management, the Project team properly facilitating their dialogue and executing the ensuing agreements. The national implementation modality made possible their collaboration in the execution the administrative and financial implementation procedures. After the Ministry of Finance closed all project accounts and promoted the use of the Treasury Account, the INBC was obliged to close project accounts, Thus, this body requested the adoption of an assisted NIM, where all processes were performed by the INBC and direct payments requested to the UNDP. This was still full NIM as all processes were done by INBC with no involvement of UNDP in the administrative or procurement process. In practice, 2021 the UNDP oversight was mixed with the planning and execution of activities reducing its ability to objectively supervise their outputs and outcomes. Since that date, the PMU was fully in charge of all planning and execution process freeing the UNDP from direct involvement in planning and execution of activities. As mentioned in the sections 3.2.1 and 3.2.4, this was a weakness that produced an insufficient analysis of the external factors impacting on the project implementation and prevented their structural solution.

The good relations established by UNDP and project team with the other local partners have countered the negative effect of the frequent change of staff in MINAMB, COVID-19 restriction and difficulties encountered in procuring the inputs project. This made possible the smooth adaptation of annual planning and customisation of field work to the needs and capacities of the PA authorities, communities, service providers along a quick-fix approach. As mentioned, the insufficient focus on the causes of these constraints have contained the steering of the implementation strategy to solve problems that required more complex and meditated approaches, as the engagement of national institutions, the set-up of effective PA governance mechanism, and the establishment of a regular dialogue with investors to fully harvest the opportunities

created by the PA management plan in the field of the PA co-management with the private sector and of the communities engagement in the conservation and sustainable use of their resources.

Evaluation ratings table

Implementing Agency (IA) Implementation & Executing Agency (EA) Execution	Rating
Quality of UNDP Implementation/Oversight	HS
Quality of Implementing Partner Execution	MS
Overall quality of Implementation/Execution	MS

3.2.6 Risk management

Risk management is strictly connected to the insufficient assessment of the fragility of the institutional context. The change of political leaders and staff in MINAMB, low capacity and insufficient budget allocation to the PA management, slow involvement of communities have been delaying the implementation of field activities. In 2021, three Ministers of the Environment changed along with the INBC Directing Body that is in charge of the project management. Each Minister introduced new work policies and administrative procedures. E.g.: the ToRs of tendering procedures have to go to the Minister's office for evaluation and approval. After this step, the publication of the announcement and evaluation team also has to be authorized by the Minister. The expected contribution of the Tripartite Ministerial Committee for the Transfrontier Conservation Initiative for Maiombe Forest did not materialise due to the project delays. Furthermore, the Ministry of Finance has decreed the closure of all projects related bank accounts and demanded projects resources to be channelled through National Treasury accounts. Recognizing the challenge this new directive would bring to the project, INBC has moved into direct payments through with UNDP.

The COVID-19 pandemic in 2020 hampered field work in PAs and communities while videocall platforms and flexibility on schedules by the UNDP CO and INBC made possible the continuation of desk work. Safeguard standards were adopted to reduce the impact of the pandemic. Consequently, remote coordination meetings were conducted with consulting firms and presential meetings, as in the case of the organisation of training events, were stopped or postponed. No changes were made to the project strategy to reduce the impact of such problems on the project implementation, except the adoption of a no cost extension of 18 months to November 2022 to partly compensate for the delays accumulated by the project.

The project did not promote environmentally harmful practices. Indeed, its purpose points to the opposite direction. Consequently, the project implementation did not require the adoption of specific safeguards measures. The same reasoning applies to the adoption of social safeguards measures. The project as such

consisted in the promotion of a social safeguards approach to the management of the PA and promoted the surrounding communities in the design and enhancement of their management.

3.3 Project Results and Impacts

3.3.1 Progress towards Objective and expected Outcome

The performance of activities has cumulated several delays during covid pandemic whose joint effects are still to concretise. Specifically, the linkages between natural resources conservation and development are in their early stages and the resources needed to put in place the national regulations and PA management plans are still insufficient, negatively affecting the local ownership of the project results. The progress made by the project is encouraging although the PA management plans is still dependent on the contribution of international donors because the GoA allocations are insufficient.

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

Under Outcome 1, the project has provided targeted advisorship to and assisted the MINAMB in building capacities that make possible to expand the PA system and collaborate with the private sector in its management. Its activities have tackled the gaps in institutional framework at the central and PA level along an organic design that makes the MINAMB / INBC and PA authorities the credible interlocutors of potential investors in tourism development. The knowledge, skills, assets and work tools established contribute to the establishment and effective management of the Angolan PAs system. The project has assisted the GoA / MINAMB in elaborating and adopting new legal, planning, policy, institutional and financial instruments that favor the expansion and strengthening of the PAs, in initiating the establishment of new PAs and in signing a couple of concessions for the co-management of PAs with Non-governmental organizations (ONGs). The project assisted the MINAMB / INBC in initiating the inclusion of new ecosystems among the protected areas in collaboration with local authorities and the population.

Table 3. Values of the indicators of Outcome 1

Indicator	Value
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Number of dedicated staff supporting protected area expansion processes. Target: 3	3
Coverage of vegetation types in the protected area network. Target: 20	16
Number and extent (ha) of new, or expansion of existing, protected areas formally proclaimed. Target >8, 140,000 ha	5 proposed for 8,974.530 ha
Total investments (in USDM/per annum) available to finance protected area planning, development and management costs. Target >USD20m/annum	
Number of tourism/recreation concessions under development or implementation in protected areas. Target >2	2 million USD
	2

The commitment of the MINAMB to partnerships with private actors in the co-management of the PA is an outcome with a great potential for replicating across the PA system thus creating the conditions for its further expansion. Thus, the progress made in the strengthening of the PA framework is **satisfactory**, slightly overcoming the target of the project indicators.

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

Under Outcome 2, the project has assisted the MINAMB / INBC and PAs authorities in the elaboration of the Management plans of three PAs and in building-up human capacities and physical assets necessary to implement their provision in collaboration with the local communities and private sector along the participatory PA management plans. Newly government-hired PA staff and rangers have been trained as part of their process of deployment in the PAs. Local awareness has been created on the shared interest in conserving the PA natural resources and innovative approaches to sustainably exploit them are underway.

Table 4. Values of the indicators of Outcome 2

<i>Indicator</i>	<i>Value</i>
Management Effectiveness Tracking Tool scorecard. Target: Quiçama NP 45%, Bicuar NP 47%, Cangandala NP 50%	Quiçama NP 40%, Bicuar NP 39%, Cangandala NP 32%
Number of park management staff appointed, equipped, trained and deployed in the park. Target: 133	112 staff + 250 rangers: total 362

Number of sites in the park with functional park management infrastructure, bulk services, equipment and staff accommodation. Target: 7	19
Increase in wildlife populations. Target: 600	505
Approved management plans under implementation. Target: N/A	3
Number of illegal incidents (park visitors) recorded in the park/annum. Target: N/A	7

The main achievement under this Outcome, consists in the commitment of PA authorities and local communities in the PA management planning and implementation. Such process has a high potential for scaling up. Thus, the progress made in the rehabilitation and strengthening of the targeted PAs is **satisfactory**, slightly inferior to the target of the project indicators.

3.3.2 Relevance

The project was designed as the second GEF-financed intervention within a more comprehensive national protected area (PA) programme for Angola to respond to the immediate threats to the ecological integrity of the terrestrial network of PAs at the PA system and at the individual sites level⁶. Improving the planning and operational management of the PA system is going to trigger investments in these conservation areas. The build-up of capacities to manage the terrestrial network of PA covering and increase the number of protected vegetation types expands the scope of the first GEF-financed intervention by tackling the main weaknesses of the PA system (lack of representation and feeble management).

This action links the management of the PA system to the national development policies that highlight the importance of biodiversity and ecosystems for the growth of the country. The intervention logic answers to both environmental and development concerns that have emerged in the revision of the Angola PA policy framework in the execution of the previous action. The lessons learnt of the establishment of Iona NP concern the importance of improving the cost-effectiveness of park administrative structures to make sustainable the investments in building capacities and innovative technologies.

⁶ The GEF-funded *National Biodiversity Project: Iona National Park*, started in 2012, has rehabilitated the Iona National Park and has supported the establishment and operationalization of the *Department of Conservation Areas* within the *Instituto Nacional de Biodiversidade e Áreas de Conservação* (INBC).

The project supports the Government's environmental strategies, policy framework and management approaches and priorities spelled out in the National Biodiversity Strategy and Action Plan (NBSAP, 2007-2012), *Programa Nacional de Gestão Ambiental* (PNGA, 2009), National Policy on Forest, Wildlife and Conservation Areas (2010) and Strategic Plan for the Network of National Conservation Areas (PLERNACA, 2011) that articulate the provisions of the Environmental Framework Law (EFL, 1998) in relation to the PA management⁷. The development of laws and regulations in this field is still on-going and benefits from the experience of the GEF projects by incorporating the feedback of the practical experience in PA system coordination and PA management. Thus, this action directly contributed to the evolution of policy and legal framework of the PA.

The project envisages the enhancement of PA management effectiveness as the convergence of the improvement of the national policy and regulatory framework and of the managerial capacities of the six core PAs. Thus, its aims of the establishment of physical assets, operational procedures, knowledge and skills that guide the decision-making processes on the management of the PAs. This exercise is conceived as a participatory process in which stakeholders canalise their interests, dialogue and collaborate under the aegis of the MINAMB and PA authorities.

The development of cost-recovery mechanisms that pay for the PAs management is a topic of particular concern for the strengthening of the PA system. Its build-up requires the contribution of the government, communities and investors, in view of the shift from the centralised to locally driven management of the PA. The project concentrates its efforts on the legal and operational framework and on the capacities and tools that make the MINAMB and PAs authorities the eligible partners for collaborations with researchers, environmental agencies and private investors. These assets are expected to make effective the conservation actions and guide investments that are going to fill in the gap in the financial resources assigned by the Government for the management of the PA.

⁷ Article 14(1) of the EFL specifically creates the legal basis for the establishment and maintenance of a network of protected areas, as follows: 'Government hereby establishes a network of environment protected areas, with the aim of ensuring the protection and preservation of environmental components, as well as the maintenance and improvement of ecosystems with recognized ecological and sociological value'. Article 13(1) further prohibits 'all activities that threaten the biodiversity, conservation, reproduction, quality, and quantity of biological resources ... especially those threatened with extinction.' Article 13(2) also states that the government must ensure that adequate measures are taken to 'maintain and regenerate animal species, recover damage habitat, and control, especially, the activities or substances likely to be harmful to animal species and their habitat.'

The enhancement of the capacities, regulatory framework and operations of the PA system is going to create the conditions for the mobilisation of additional funds that support and sustain the PA expansion. The gains in these areas should encourage public and private stakeholders in investing in PA. These actions are underpinned by research and field studies that create the knowledge for the rehabilitation and setup of the six assisted PA, from boundary demarcation to involvement of the resident population and investors in the conservation and sustainable use of the PA resources. This approach is expected to develop the financial means for the PA management through measures that increase the system's own capacity to generate revenue to itself. Awareness raising and communication actions are directed to build the support of stakeholders to the PA protection and opportunities of collaboration for with parties interested in their economic valorisation.

The success of these actions depends on their coordinated execution and strengthening of the partnerships between public and private actors. The build-up of the capacities of MINAMB, INBC and other public actors and the assistance to the resident population should be completed by actions that promote private investments. The activities planned in this field are not convincing because they lack concrete elements that appeal to investors, remaining at the level of awareness raising and exchange of information.

Collaborations with other interventions within the sector may complete the activities of the project if they are integrated in a common strategy. The experience with previous interventions in the Angolan PAs shows that this is the exception. The commitment to result of such situation is that equipment, tools, trained staff, etc. is assigned to independent tasks disregarding synergies and doesn't produce cumulative effects on the way the PAs are managed.

3.3.3 Effectiveness

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

The development of a Financial Sustainability Plan for Angolan PAs, that along with the approval of the promulgation of the Conservation Areas Law has renewed the regulatory framework and co-management arrangements at Iona National Park with African Parks and at Quiçama National Park with Quiçama

Foundation are moving the PA system from centrally run to decentralised. The Financial sustainability plan of the PA system in Angola promotes their co-management through specialized organizations, concessions either in full or as complementary public-private partnerships.

Output 1.2: A protected area expansion programme is effectively implemented

The PA expansion has centred on the identification and preliminary studies of 3 new PAs, namely Serra do Pingano in Uíge province, Morro do Moco, in Huambo Province and Cumbira Forest in Cuanza Sul province, and on the preparatory studies for their recognition. The consultancies and third-party collaboration in gathering and analysing data have been conducted along with the compiling the management effectiveness tracking tool and assessing and classifying the flora and fauna in the new PAs, initial delimitation surveys have created the conditions for their legal recognition. These studies have included the consultations of the local communities.

The project elaborated the management plan of Cumbira NP, including the performance of the awareness campaign with local community, local and provincial governments, and relevant stakeholders at national, provincial, municipal, and local levels. The boundary demarcation study is underway. At Morro do Moco the PA management plan was completed and consultations and awareness campaigns were held with stakeholders at local, municipal, provincial and national levels. At Serra do Pingano the overall process for the creation of the PA has been completed and the PA management plan is under review. The proclamation of the new PA is expected by the end of 2022.

The dossier for the proclamation of Cumbira Forest is almost complete with formal proclamation to follow and the documentation for the other PAs is underway (see the Proposal for PA at Serra do Pingano and Social and environmental assessment for Morro do Moco). A further two PAs are being established under the GEF 6 project on marine ecosystem: Lagoa de Carumbo (2.280,34 Km²) and Baía dos Tigres Marine PA (2,274 km²). Together the six new PA will cover Ha 669,300.

The establishment of these PAs adds 4 vegetation types to the PA system: Floresta da Kumbira (vegetation type 3 – Barbosa, subtype Amboim), Serra do Pingano (vegetation type 3 – Barbosa, subtype Cazengo), Morro do Moco (vegetation type 2 – Biome Afromontane type 6 and 32 de Barbosa). The GEF 6 project supporting the establishment of the marine PA of the Lagoa do Carumbo will also contribute to expand the vegetation type: 3 – Barbosa, subtype Cazengo analogous to that of the Serra do Pingano.

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

Little progress was made in ensuring financial sustainability beyond the elaboration of the PA Financial sustainability strategy. The project has achieved its target for the elaboration of two tourism concessions agreed with the Iona NP and one with the Quicama NP (see the Assessment of tourist potential for Quicama National Park). The partnership with the Maiombe Transfrontier Initiative was dropped due to the project delays.

The Government has initiated conversations with potential partners to explore options of co-management for the Cangandala NP. The concessions for Iona National Park with African Parks (about USD 1 million investment per year) and Quicama National Park with a private company have been signed. Discussion with a private company about a tourism concession in Cangandala NP has also been initiated. The BIOCONSERV association elaborated the *Update and Characterization of the Tourist Potential of the Quicama National Park* study on behalf of INBC. The government has created an agency for channelling private investment into the Angolan part of the KAZA transfrontier area (ANAGERO - Agency to facilitate investment in Cuando Cubango province) around the Luengue Luiana NP and Mavinga NPs. The German KfW is investing approximately USD one million annually in strengthening the Angolan part of the KAZA trans-frontier PA. Their experience on financing to PA system through Public private partnerships and co-management models/schemes is going to provide the evidence for promoting further investments in PA management.

Outcome 2: Three existing National Parks are rehabilitated, and their management improved (Quicama, Cangandala, Bicular). Standard strategies and investments are planned and collated with site specific needs under three outputs:

2.1: Rehabilitate and improve the management of Quicama National Park

2.2: Rehabilitate and improve the management of Cangandala National Park

2.3: Rehabilitate and improve the management of Bicular National Park.

The project has exceeded its target for number of parks with approved management plans, including the three assisted PA and the Maiombe NP. Communities living in the parks of Bicular, Cangandala and Quicama NP, Cangandala NP and Bicular NP through their respective representatives were involved in the development of Parks Management Plans and Financial Sustainability Plan for the PA system in Angola. Such experience is being replicated in the Quicama NP while the population participated to the socio-community diagnosis in Gangandala to identify and discuss the common interest with the PA authority.

The Quiçama NP, Cangandala NP and Bicular NP have been endowed with new infrastructure to facilitate management, enforcement, communication. The project has equipped the three rehabilitated parks with 3 Headquarters buildings and 16 rangers' outposts. Fencing was made in Cangandala NP, in view of the concession and zebras were reintroduced in Bicular NP and equipment procured⁸.

The number of park management staff appointed, equipped and trained has reached 362 units including 250 ex-service men recruited and trained as rangers. The project was instrumental in improving the capacity at institutional and individual PA level with the training of 112 park management staff – the lack of gender disaggregation of the project indicators doesn't allow to divide them by sex - assigned to the three strengthened PAs (36 in Quiçama, 56 in Bicular, 56 in Cangandala) and the training of 250 new rangers (ex. military staff) that have been equipped and allocated to the three strengthened PAs (Quiçama NP, Bicular NP, Cangandala NP) as well as to other three (Iona NP, Mayombe NP and Luando reserve). The project has explored UNDPs facility to disseminate some of the activities through LinkedIn and Twitter, which were used to share stories of the recently graduated park rangers.

Based on the zoning plans and economic opportunities identified, community-based activities are under design (nature-based tourism in Cangandala NP and Quiçama NP) or in their early stages of implementation (beekeeping in Bicular NP). The community participation in PA management and decision-making has been initiated, to link the diversification of their livelihoods, to the conservation of the PA natural resources. 45 members of three communities in Bicular National Park, namely, Nongalafa, Mupembate and Tchiwakusse, were trained in Beekeeping and Man-Animal Conflict Mitigation Techniques. Building on this experience, similar interventions are being delivered to Quiçama. The project has provided manufacturing and network installation of more than 100 beehives while the procurement of an apiculture project in Bicular was unsuccessful and has been relaunched. The communities of Quiçama have requested support in developing community-based tourism and handicraft along with activities that would be harmful to the NP (cassava mill, fish tanks).

⁸ Procured equipment includes:

- Equipment and 8 vehicles bought for Quiçama, Bicular, Cangandala and Maiombe NP.
- 1 patrol boat bought for Quiçama NP
- 3 motorbikes for patrols in Luando NSR
- 7 ranger posts and 4 water systems built in Bicular NP.
- 5 rangers posts built in Quiçama NP.
- 4 rangers posts built in Cangandala NP.
- 1 water system built in Maiombe NP.
- 1 touristic sanctuary for Giant Sables built in Cangandala NP.
- 1 observatory and waterhole built within the touristic sanctuary in Cangandala NP.
- Fauna survey and Management Plans validated for Quiçama, Cangandala, Bicular and Maiombe NPs.
- Radio system improved for Cangandala and 2 newly built for Bicular and Quiçama

The INBC, in collaboration with other institutions, is revitalizing the Environmental Crime Unit that will contribute significantly to strengthen law enforcement measures, while building institutional capacity to respond to illegal wildlife crime cases. Notably, the project has trained public prosecutors on the environmental issues at stake in the conservation of the PAs.

3.3.4 Efficiency

The adoption of the Nationally implementation modality (NIM) makes possible the mobilisation of the knowledge and skills of the MINAMB in implementing the project activities with a limited investment in the hiring of external expertise that consists in the advisorship provided by the Project team. The MINAMB involved the relevant Angolan institutions in the execution of the project, thus associating them in the shaping and implementation of the PA conservation regulatory framework. The Planning and Study Office of the MINAMB, INBC, Directors of PAs operationalise the field activities with the assistance of the Project team. The Director General of INBC acts as National Project Director ensuring its oversight and guidance.

The Project Steering Committee (PSC) is in charge of the supervision of the action. Due to the long delays in its members appointment, the annual work plans and reports were approved in meetings held by the INBC and UNDP during the first two years of execution. The National Project Coordinator is in charge of the day-to-day administration of the project with the support of the Project Officer (GEF funded), UNDP's Programme Officer for Biodiversity (TRAC funded) who is in charge of the Monitoring & Evaluation (M&E), a Finance and Procurement Specialist and Project Assistant⁹. The UNDP Country Office oversees their action and ensures the compliance of the GEF/UNDP administrative and financial regulations.

These arrangements combine the MINAMB leadership of the project implementation with the oversight and advisory assistance of the UNDP in the technical and administrative / financial field. The MINAMB submits the payment requests to UNDP that transfers the corresponding funds to the beneficiaries.

Extensive finetuning of activities has been performed since the signature of the Project document (18/5/2016) and Inception workshop (6/10/2016). The project start was delayed due to the discussion

⁹ The Project Coordinator prepared the Annual Work and Budget Plans (AWP&ABP) allocating resources to the forecast activities. These documents were cleared by the UNDP Regional Technical Advisor for Biodiversity at the GEF Regional Coordinating Unit (RCU) before the release of the GEF funds. The Project Coordinator was also in charge of the redaction of the quarterly operational reports and Annual Progress Reports (APR).

among parnters and difficulties to recruit staff. Futher retards were due to the limited number of suppliers of services and materials that raised costs of procurement and, and partly because of the absence of a full project team, work is advancing. The main changes of target concerned the the inclusion of the support to the Luando Integral Nature Reserve with that of the contiguous Cangandala PA (Output 2.2) and the elaboration of the Maiombo PA management plan.

The INBC interviewees have stressed the openness of their collaboration with the project team. Their mutual understanding has also facilitated the communication with the PA authorities, particularly in Lori and Tavush regions, that have smoothed the performance of field missions and organization of events. However, the weak capacities of the INBC and PA authorities made them beneficiaries rather than as owners of the execution of the project. Each activity has been performed with a great degree of independency. The disruption of the sequence of activities and accumulation of delays has fragmented the project execution. As a result, the project coordination has been very flexible and has not ensured the integration of activities concurring to the achievement of shared results. The work planning was routinely adapted to the change of key staff in the MINAMB through constant consultations. The procurement of external services played an important role in the performance of studies, training, the design of the PA monitoring database. Such process was time consuming and produced several delays that have disrupted the connection among activities.

3.3.5 Overall project outcome

The progress made in the achievement of the Overall project outcome is substantial as the establishment of the regulatory framework, building of capacities to implement it along with introduction of the public private partnership in the management of the PA has expanded the engagement of the MINAMB / INBC, assisted PA authorities and their partners at the national and local level to join forces in the implementation of the PA management plans. Although such progress is still in its initial phases and has faced some setbacks due to the fragility of the Angolan civil services, it includes provisions that in the long term are expected to overrun such constraints.

Table 5. Values of the indicators of the Overall outcome

<i>Indicator</i>	<i>Value</i>
Financial sustainability scorecard for national system of protected areas. Target +10%	Change from 3% to 10%

Capacity development indicator score for protected area system. Target 55%	Change from 42% to 47%
improvements at institutional level. Target 50%	Change from 39% to 51%
improvements at individual PA. Target 45%	Change from 35% to 43%
Total government budget allocation (including operational, HR and capital budget) (USD per annum) for protected area management. Target USD >12 million	Change from USD 6.7 million to USD 2 million (<i>decrease</i>)
Extent of the network of protected areas: total area proposed. Target 165,000 km ²	Change from 162,642 km ² to 171,616 km ²

The progress made in establishing and effectively managing a network of PA to conserve representative samples of Angola's globally unique biodiversity approximates the project stated goal. The capacities built are commensurate with the resources mobilised by the project and difficulties faced (see section 3.2.1) in adapting the field actions to a context whose peculiarities had not been properly considered in the project design. The Angola's PA system sustainability has made an important progress in terms of regulatory framework and field implementation by linking its rehabilitation and expansion to the partnership with private actors and engagement of local communities in the PA management. With due consideration to the incomplete governance mechanisms, the achievements of the project in these fields are fundamental for catalysing the engagement and resources of private, local actors that compensate the insufficient budgetary commitment of the GoA. This situation makes the initial results of the project sustainable and up-scalable. Of course, the weaknesses highlighted in the previous sections are mostly related to the incomplete assessment of external factors and have still to be tackled. As we will see in the following section on Sustainability, the tackling of the financial, socio-political, institutional aspects of the PA system governance would have required the re-design of the project strategy, a task that, as analysed in section 3.2.1, the project was unable to frame due to its management weaknesses.

Evaluation ratings table

Assessment of Outcomes	Rating
Relevance	S
Effectiveness	MS
Efficiency	MS
Overall Project Outcome Rating	MS

3.3.6 Sustainability: financial, socio-political, institutional framework and governance, environmental and overall likelihood of sustainability

The enhancement of the policy and regulatory framework is creating the legal conditions for a more active PA management. However, its implementation is still incipient as it depends on donors' financial support through WB and similar players. The private sector plays a minor role in this field. The progress on either a framework for tourism concessions or actual concession contracts with operators records three agreements that have still to be concretised through investments in the PA.

The terrestrial fauna survey conducted in Quiçama and visual observation (trends monitoring) indicate that wildlife is increasing in the fenced-off area in the north (which was populated with mostly non-native species) and at very low level and probably declining in the remainder of the park. Wildlife in Bicular is most likely increasing since poaching has been brought under control and is certainly more visible at the water holes the project has built in the central part of the park. Conservation International through GEF 7 funded projects is contributing to increase the wildlife population and to eliminate illegal activities in the PA system. The PA management plans promote the participation of local communities in the development of sustainable livelihoods. Thus, the communities of Quiçama and Candangala have been involved in the beekeeping actions. The project has promoted the collaboration with the local authorities in the creation of the new PA. For example, the Government of Cuanza Sul province, Municipal Administration of Conda and Traditional Authorities in the case of the Floresta da Cumbira NP. The zoning exercise for the Serra do Pingano has involved the Uíge Provincial Government, civil society organizations, local and traditional authorities, and Kimpa Vita University. INBC has also worked with the Angolan Armed Forces on a joint capacity development initiative that resulted in provision of a program that benefited 250 ex-soldiers in their re-integration process to now operate as Environmental Inspectors or Park Rangers.

3.3.6.1 Socio-economic risk to Sustainability

The *Socio-economic risk to Sustainability* in the assisted PAs is variable. The initiatives undertaken in Cangandala, Quiçama and Bicular are in their initial stages and have not yet produced economic results. For instance, the Santuario turístico of Gian Sable in Cangandala NP is still unexploited. The Quiçama NP has recorded a notable decrease of wildlife during the COVID-19 pandemic as the residents have over-exploited it to fill in the gap in tourism revenues. The Bicular NP has not yet opened to tourists. The new proposed Floresta da Cumbira, Morro do Moco and Serra do Pingano have still to find investors and the negative impact of deforestation in the last location is also increasing. The lack of generation of resources is a direct threat to the maintenance and operation of the radio communication system of the PAs. Those of Quiçama

and Bicular are irregularly working and that of Cangandala is down. The same problems affect the project-provided vehicles as the PA authorities have not the resources to repair them. Thus, in Quiçama NP no vehicles is working and in Bicular NP only one is in good conditions, operational. Notwithstanding such setback, the new MINAMB and INBC capacities to put in place the national PA system and the increasing commitment of the PA authorities to the execution of the PA implementation plans are a substantial progress in terms of socio-economic sustainability. The collaboration of the PA authorities with local communities in the management of natural resources is growing resulting in the **Moderate Likely** socio-economic sustainability of the PAs conservation.

3.3.6.2 Environmental risk to Sustainability

The *Environmental risk to Sustainability* in the proposed new PA is slowly decreasing. The degradation of their ecosystems and biodiversity is ongoing. Communities don't see yet the benefits of their collaboration with the PA authorities and informally exploit the natural resources. In Quiçama NA, the occupation of PA land continues while the zoning of strict conservation areas and buffer zone has not yet taken place. During the field visit, it was possible to see uncontrolled fire ongoing in Cangandala NP and Bicular NP. The Chita monkey and Wild dog population of the PAs is under threat in all the visited PA. The greatest progress in implementing conservation measures is recorded in Gian Sable of Cangandala NP and in Quiçama NP.

It should be noted that the assistance to the diversification of the livelihoods of the communities in the Quiçama NP has not started yet and that in the other ones, notably, in Cangandala NP and Bicular NP, it is slowly progressing, also due to the delay in the performance of the other project activities, such as the set-up of the PA management plan, capacity building and delivery of equipment and materials. As a result, the Environmental sustainability of the project outputs is **Likely**.

3.3.6.3 Institutional framework and governance risk to Sustainability

The *Institutional framework and governance risk to Sustainability* is still high. Progress in this field depends on the dwindling communication between the MINAMB, other institutions, PA authorities. For example, the communication with the Forest Development Institute (IDF) – that supervises timber extraction in the PA regions - is minimal. Their compatibility with the conservation of the PA natural resources is doubtful as they create the opportunities for illegal timber extraction. In practice, progress in the institutional governance of the PA system did remain circumscribed to the MINAMB and thus it is still **Moderately unlikely**.

3.3.6.4 Financial risk to Sustainability

The *Financial risk to Sustainability* is moderate as the mechanisms to attract private investment in the management of the PA is taking momentum. The fundamental aspect of the improving financial sustainability consists in the fact that the GoA / MINAMB and PA authorities are committed to public private partnerships that in the long run will compensate the uncertain commitment of the national budget. The implementation of the strategy for financial sustainability requires the build-up of business management capacities by institutions and the private sector alike. The uptake of the provisions of the strategy is still far. The Government budget allocation to the conservation of natural resources / PAs has prioritized the Quiçama NP and Cangandala NP. Their use faces important constraints as the capacities to manage them have not been built. For example, the resources committed by the GoA to effectively employ the newly recruited staff and systematically use the physical asset and work tools provided by the project are still insufficient. The co-management of the PAs and performance of community based sustainable businesses are in their initial stages and slowly expanding, thus contributing to the conservation sustainable use of the PAs natural resources. The rating of the project sustainability is **Moderately Likely**

Evaluation ratings table

Sustainability	Rating
Financial sustainability	MS
Socio-political sustainability	MS
Institutional framework and governance sustainability	MU
Environmental sustainability	S
Overall Likelihood of Sustainability	MS

3.3.7 Country ownership

The Government of Angola commitment to the management of the PA system is mixed. The elaboration of policies, strategies and plans in this field are not matched by the mobilisation of the financial resources necessary to put them in place. The MINAMB has developed a strategy for the co-management of the PAs with investors and is discussing with the Government the revision of the budget allocations for their conservation. The infrastructure built such as the establishment of communication/radio systems, lack the resources needed for its operations and maintenance. The build-up of managerial capacities of the PAs is still incomplete.

The interviewed managers and rangers have noted that their commitment to implement the PA management plans provisions require the mobilization of investments and acquisition of expertise to execute systematically such documents. In fact, the INBC capacity to use adequately the policy documents, infrastructure and human capacities developed with the project assistance and consolidate some of project activities are still scarce. The sustainability process will remain uncertain if the issues of creating, developing human capacity is not addressed at all levels at the same time, including the building of awareness on the benefits of PA conservation that may raise the PA system management at the top of the political agenda.

3.3.8 Gender equality and women's empowerment

The project implementation promotes gender equality and empowerment in the assisted communities assisted although no gender analysis, strategy or specific activity has been formulated in the project document. It should be noted that gender analysis is required by UNDP and GEF policies and procedures. Women are 75% of the staff of the staff of the Project management unit. Indeed, the project has focused on the performance of technical actions that are expected to improve gender equality and women empowerment through the communities' participation to the management of the PAs.

Gender equality and women economic empowerment have been mainstreamed in the PA Management plans and pilot projects but training of PA staff on such topic has not yet been done. The project collaboration with the PA authorities has secured the inclusion of women in its activities as the key pre-condition. Women were 17 out of 60 trainees of the bee-keeping project implemented in the Bicuar NP. Such information, collected during the survey, is not reflected in the values of the project indicators that are not gender disaggregated. In fact, women accounted for 30% of the participants to the Focus groups discussion held during the field survey. Only in Bicuar they were not presential though they came to ask about the meeting afterwards.

The project implementation through public sector entities ensures the participation of women to its execution and prompts the safeguard of their rights. Gender equality and economic empowerment is not neglected but very little happens in this respect because the majority of PA conservation activities concern the enforcement of the PA protection and the traditional socio-economic relationships favor male economic engagement in the sustainable use of natural resources. The launching of other services, as administration, tourist reception, are going to offer suiting opportunities for women' employment.

However, the project has not addressed the opportunities offered by gender equality in boosting the community ownership of the PAs management. This is an odd conclusion given that the survey on the

opportunity for community tourism in the Quiçama NP has shown that 50% of the visitors are women, i.e. that they are sensitive to the value of natural resources conservation.

3.3.9 Cross cutting issues

The project strategy promoted the establishing of a regulatory framework encompassing the exigencies of the local communities in the management of the resources of the PA thus advancing the compatibility of the PA conservation with local development exigencies. Progress in this field consisted in the moderate creation of income and jobs, according to the farmers met during the field survey. Their involvement in the natural resource management is still insufficient, also because the execution of the PA management plans still lacks effective participatory governance mechanisms. The national policy frameworks framework faces the essential challenge of involving the GoA institutions in the elaboration of sector development strategies, plans, etc. that are consistent with the exigencies of the PA conservation. Little progress has been made in such field during the project execution.

The project is fully aligned to the UNDP Country programme documents thus effectively contributing to its implementation. Although, limited the progress made in the creation of sustainable income generating activities is a positive contribution to poverty reduction and sustaining livelihoods in the long term. The project did not explicitly promote the human rights-based approach as its execution was axed on the design of technical and economic solutions. Although, local communities were involved in such process there is no evidence that the proposed solutions explicitly incorporated provisions in such field, except the fact that the PA management plans advocate for the protection of the rights of minorities, ethnic groups, etc.

3.3.10 GEF Additionality

This project is part of the GEF-5 cycle project. It advances the 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. This action is part of several GEF funded interventions that support the set-up of the PAs system. It has been designed as the second intervention funded by GEF within the scope of a broader national programme for Angola's PAs. It gives continuity to the implementation of the PA rehabilitation programme that began with the Iona NP in 2012 (GEF-4) and complements with the Conservation International GEF - 6 and 7 funded projects aiming at the increase of Angolan wildlife population and elimination of illegal activities in the PA system.

3.3.11 Catalytic/Replication Effect

Most of the project achievements have been produced in its final months of execution. No catalytic or replication effects have been produced yet. The approval of the rehabilitated PA Management plans and agreements for the PA co-management are expected to produce multiplication effects. The main threat to the production of multiplication effects consists in the weak governance capacities of the MINAMB. Its guidance of the PA authorities is still limited to the administrative tasks due to lack of resources for the deployment of central staff and direct assistance to the PA authorities. This PA system governance weakness is very structural as the funds allocated for their management are largely insufficient and the resources generated by the first co-financing agreements alone can't pay for the running of public services.

Notwithstanding the slowness of the progress made towards sustainability, the project has produced an important change in the mindset of the MINAMB leadership and PA authorities along the provisions of the new Conservation areas law and PA Financial sustainability strategy. The GoA commitment to public private partnership is making possible to operate the PA along cost-recovery criteria that expand the action of their authorities. This is a long process that has to be boosted by specific actions, including the elaboration of business plans, the organisation of match-making meetings, and possibly the establishment of learning networks to share experiences. Actions in this field are clearly out of the scope of the project but can be envisioned as the result of the catalytic effect of the change of mind-set of the Angolan environmental authorities.

The activities conducted at the level of the PA and surrounding communities are still in their early stage. The PA management plan provide the direction for the employment of the trained staff and use of the delivered equipment and materials but their implementation has not started yet. The preliminary lessons gathered from the implementation of a beekeeping project consist in the fact that such actions should be part of a broader design – community development plans – that appeal not only to the people directly benefitting from such activities but also of the rest of the community because the temptations provided by the illegal exploitation of the PA natural resources are still high. The systematisation of the lessons learnt issuing from the project execution is essential to produce catalytic and replication effects at a larger scale.

3.3.12 Progress to Impact

The objective indicators summarise the progress in establishing and effectively managing a network of PA areas that conserve representative samples of Angola's globally unique biodiversity:

1: Financial sustainability scorecard for national system of protected areas.

The financial sustainability scorecard for the national PA system has improved from 3% to 10% approaching the milestone of End of Project target of >10%.

The strengthened PA legal framework prompted by the promulgation of the Conservation Areas Law and PA Financial sustainability strategy that involved the analysis of the national and international financing options for PAs financing has positively impacted on the financial sustainability scorecard (+7%). This progress is still insufficient to produce the sustainability of the assisted PA. In fact, the COVID 19 pandemic contributed to an economic recession estimated at 4.5% of the GDP that has affected the Government investments in the environmental sector. The National budget allocation for PA management that had increased slightly in the initial years of the project as little progressed since then: State budget allocated for PA Management Authority was at USD 2,046,518 in 2021 or 17% of the project target. This includes operational, Human resources and significantly low amount in capital investment. However, it remains difficult to determine accurately the contribution of State budget to protected areas management, given the structure on how resources are allocated at thematic levels from the National Treasury.

2: Capacity development indicator score for protected area system

The progress made in this field approaches the project target reaching 47% against 55% target; the improvements at institutional level are now 51% against 50% target and the improvements at individual PA level 43% against 45% target.

The validation of the PA management plans of the three rehabilitated PA, performance of biodiversity surveys and adoption of the Conservation areas law are the main factors that have contributed to the progress of the Capacity development scorecard. The INBC staff in charge of the expansion of PA system is supporting the establishing of the three new PA.

3: Total government budget allocation (including operational, HR and capital budget) (USD per annum) for protected area management

The Government investment for PA management is still low. The expenditure for the whole environmental sector in 2021 was approximately USD 10.0 million, 79% lower compared to 2020 (USD 20.8 million), due to the economic recession and COVID-19 pandemic that have diverted resources to meet urgent needs. Specifically, the Government budget allocated for PA Management Authority was at USD 2,046,518,

including staff and operations and a small amount of capital investment. The overall environmental sector state budget allocation was significantly reduced moving from 0.1% in 2020 to 0.05% in 2021 of overall state budget. The Presidential Decree, on the 23rd of May 2022, which approved direct contracting as part of emergency procurement in the sum of USD 1.5 million for the purchase of mobile goods (vehicles) for the protected areas system in Angola, which aimed at strengthening the institutional and operational capacity of the National Parks.

4: Extent of the network of protected areas

A total area of 4,420.19 km² that increases the PA surface from 6.8% to 7.3% of Angola land surface has been proposed for the new PA assisted by the project. They include Floresta da Cumbira (1,277.37 km²), Morro do Moco (1,074.64 km²) and Serra do Pingano (2,068.18 km²), whose feasibility studies have been finalised. Final public consultations on site are still ongoing due to the restrictions imposed by COVID-19 pandemic. Under the GEF6 Marine Protected Areas project, two additional PAs planned include the Baía dos Tigres Marine PA (2,274 km²) and Lagoa de Carumbo (2,280.34 Km²) whose documentation has been completed and that increase the PA land surface to 8,974.53 km².

The increase of the PA surface and representation of the main ecosystem has been the object of consultations that have increased the awareness on natural resources conservation among the authorities of the respective provinces. The slow progress made in implementing activities in the existing PA has little contributed to such process. Also important in this respect is the training of prosecutors on ecology and PA regulations that is expected to contribute to their enforcement.

4. Main findings, Conclusions, Recommendations and Lessons Learnt

4.1 Main findings

Outcome 1. The project has provided targeted advisorship to and assisted the MINAMB in building capacities that make possible to expand the PA system and collaborate with the private sector in its management. Its activities have tackled the gaps in institutional framework at the central and PA level along an organic design that makes the MINAMB and PA authorities the credible interlocutors of potential investors in tourism development. The knowledge, skills, assets and work tools established contribute to the establishment and effective management of the Angolan PAs system. The project has assisted the GoA / MINAMB in elaborating and adopting new legal, planning, policy, institutional and financial instruments that favor the expansion

and strengthening of the PAs, in initiating the establishment of new PAs and in signing a couple of concessions for the co-management of PAs with Non-governmental organizations (ONGs). The project assisted the MINAMB / INBC in initiating the inclusion of new ecosystems among the protected areas in collaboration with local authorities and the population.

Outcome 2. The project has assisted the MINAMB / INBC and PAs authorities in the elaboration of the Management plans of three PAs and in building-up the human capacities and physical assets necessary to implement their provision in collaboration with the local communities and private sector along the participatory PA management plans. Newly government-hired PA staff and rangers have been trained as part of their process of deployment in the PAs. Local awareness has been created on the shared interest in conserving the PA natural resources and innovative approaches to sustainably exploit them are underway.

4.2 Conclusions

EQ1. Are the Angola institutional framework and regulations conducive to the wildlife conservation?

Conflicting economic interests. The implementation of the Angola institutional framework on wildlife conservation faces great hurdles because the policy instruments that regulate it - the National Biodiversity Strategy and Action Plan, the National Policy on Forest, Wildlife and Conservation Areas – identify the priorities and objectives. However, the resources allocated to operationalise the management of the PAs are still insufficient. The deployment of these documents is slowly progressing because the economic context limits the MINAMB influence on the Angolan institutions with overlapping mandate on the natural resources such as the economic ministries and National forestry institute. The establishing of new PAs implicitly augments the challenges of their protection. The National Plan for the Establishment of New Protected Areas (PLERNACA) aims to expand the coverage of the PAs without identifying the resources necessary to perform such task. The implementation of the PLERNACA faces not only the problem of mobilising the resources for the management of the PAs but also that of the growing number of conflicts with economic interests that make very optimistic the expectation that the PAs system may stand the pressure of an increasing set of economic interests. As a result of its expanded commitment, the political leverage of the MINAMB to counter natural resources depredatory actions decreases. Thus, the main challenge to the effectiveness of the PA institutional framework is its scarce dialogue with the socio-economic actors that frame the national development policies.

The running of the PAs system faces contingent problems that derive from their marginality with respect to the development policies. The main shortages that undermine their management vis-à-vis the pressures exercised by exploitative activities concern the frequent changes in the MINAMB political and managerial staff, the weak linkages with law enforcement agencies and the lack of dialogue with the economic actors,

such as entrepreneurs and financial institutions. As a result, they experience the in-roads of timber loggers, the transformation of wild- into farm-land, etc.

Management capacities. The Government commitment to the management of the PAs focuses on the allocation of spare staff often not skilled in the environmental field to run the PAs and to avoid interfering with the interest of the residents and timber companies. The managerial capacities of the PA authorities are still low due to lack of professional knowledge and skills, of equipment and of plans guiding their action. As a result, the managers of the PAs authorities are at odds in implementing the provisions of the existing legal framework. The PA managers lack the resources to monitor the access to the PA and have little leverage on the decision of the local authorities and timber extraction enterprises. Their staff, transport and communication assets are insufficient for enforcing the access to and protection of the natural resources of the National parks that are subject to a continuous erosion. The threats to the PA ecosystems and biodiversity have increased with the growth of the population and has resulted in the progressive encroachment of economic activities and depletion of wildlife.

Insufficient dialogue. The natural resources conservation practices advocated by the MINAMB and PAs authorities in dealing with the parties bearing conflicting interests in and around the PAs are insufficient to implement the provisions of the national policies, strategies and plans. Thus, the progress made in this field is fragmentary and characterised by short term solutions that tackle marginal problems and do not produce broad reaching and systematic effects. The action of the PA authorities mostly concerns the conservation of their assets and the avoidance of conflicts with the population and businesses. The threats to the conservation of the National parks are openly recognised by the MINAMB that is unable to establish collaborations with other institutions – notably the economic ministries – to tackle at the root the causes of the encroachment and exploitation of the PA natural resources. Hence, its support to the PA authorities is insufficient also when it is supported by the internationally funded projects as it is not enshrined in the deployment of a long-term oriented institutional framework.

Project design fitness. The diagnosis of this situation has brought to the formulation of the GEF-funded project *Strengthening of Angola PA's system*. This action fills structural weaknesses of the PA system and supports its expansion at once. Its components aim at filling in gaps in the national coordination of the PA system, the capacities to run them and the access to investments that should make possible the operationalisation of the PA management. The project assists the MINAMB in built the knowledge, physical and human assets needed to manage the network of PA of Angola and make it more representative of the different ecosystems. It specifically supports the PA authorities in expanding their staff, transport and communication equipment and interaction with the local communities. It also supports the MINAMB in

coordinating the PAs system and promoting investments in the sustainable conservation and use of their natural resources. These activities increase the capacities of the MINAMB and PA authorities to preserve the ecosystems and biodiversity of the PAs in specific fields. It doesn't solve the mentioned hurdles that escape to the action of the MINAMB alone. While improving the PA management is the core element of the conservation strategy it doesn't solve the structural constraints already mentioned that continue to hamper the effective deployment of the institutional framework.

EQ2. Are the assisted Protected areas (PA) preserving the main ecosystems and biodiversity of Angola?

Growing challenges. The ecological conscience in Angola is still incipient and doesn't effectively support the conservation of the ecosystems and biodiversity. The emergence of the *Giant sable antelope* image and a symbol of the country and growing concern of the urban population for the livability of its environment and cultural value of ecosystems is still insufficient to counter the action of the communities and companies exploiting the PA natural resources. The progress made in the capacities, knowledge and equipment is still much less than what is needed. In practice, the project has not created the conditions that replicate and expand the fragmentary improvement of the coordination of the PAs system, their management and access to investments.

The build-up of the managerial capacities to perform the conservation of ecosystem and biodiversity in the assisted PA is effective although still limited. The PA authorities still have limited capacities to conduct the PA surveillance tasks and to dialogue with the local population beyond the pilot level. The scale of investments is still insufficient to build in-country vested interests that counter the erosion of the PA natural resources. More importantly, the expansion of the PAs network increases the size of these challenges. Challenges increase along with the growth of the interface of conservation and development interests. The enforcement of conservation measures requires the intensification and extension of the reach of the action of the PA authorities. The hiring of PA staff and rangers along with their endowment with transport, communication equipment is still insufficient to cover the PAs in full. The project has little invested in the elaboration of operational modalities that raise the efficiency of the hired personnel. These have to be specific for each PA, matching its environmental peculiarities and threats. Indeed, the provision of training on the surveillance of the PA has been quite basic, concerning the use of equipment and materials, etc. It has not been matched to the elaboration of strategies and operational approaches to efficiently use the available staff and endowments. Thus, the progress made in building capacities is especially disappointing because the people trained lack the resources to put in place what they have learned.

EQ3. Does the PAs management ensure the contribution and benefits for their stakeholders?

Management challenges. The sensitization of the local communities has raised their expectations of undertaking activities compatible or integrated with tourism in order to diversify the sources of income, along the provisions of the PA development plans. The employment of local people in the PAs authorities is a benefit that has only an indirect impact on the conservation of the natural resources. More effectively, the project has supported the formulation of the PA management plans that identify promissory activities and funded micro-projects to test them. Most provisions of the PA management plans have not yet been implemented for lack of resources. The communities have participated in the identification of these activities and the implementation of the grants producing some positive initial results.

The dependence on the PA budget and project grants implicitly shows that this progress is quite modest and not yet able to influence the commitment of the surrounding communities to the preservation of the PA resources. A greater impact should be expected from the participation of investors in the management of the PA as these actions generate resources that can be reinvested in sustainable local development. The insufficient financial resources available to implement the PA management plans produce immediate effects – as degradation of vehicles and equipment – and the drop-off of the best staff, further discouraging the collaboration of the PA authorities with the local communities. The modalities of participation of the population to the governance of the PAs have not yet been defined. Consequently, their contribution to the conservation of natural resources is not yet materialized, lacking the incentive that prompt their ownership of such process. The PA authorities alone are not in a condition to undertake the systematic surveillance of the ecosystems and biodiversity of the PAs. They still concentrate their care on the conservation of their assets and are at risk of losing the trained staff. In such conditions, their collaboration with the MINAMB in implementing their share of protection tasks is not organic as they don't expect to be entrusted with long-term missions. Some weaknesses most of protected areas have in the structure people from local communities that surround those, and most of them plan to increase this participation in tourism opportunities.

The change of personnel in the MINAMB, etc. have resulted in the loss of the accumulated experience and reduced the engagement of the beneficiaries to the achievement of short-term objectives. Notably, the exit strategy has not yet been formulated under the assumption that the national institutions and beneficiaries are able to take care of the project assets and use the knowledge and skills they have developed. As they lack resources, such optimistic perspective could not be assured. More importantly, the monitoring process has concentrated on presenting the project outputs to its supervisors, thus ensuring upstream

accountability. Also in such respect, the project has been short to the tasks as the main reporting tools – PIR and Result frameworks – provide relevant information to people well acquainted with the project management and, surely are little appealing for higher level decision makers, such as politicians and, for the purpose or their engagement in the management of the PA, to private investors. In practice, the project has lost the opportunity to elaborate an advocacy approach to communication tackling the information needs of the people that can ensure its impact on the sustainability of the PA system.

EQ4. Are the PAs financially sustainable?

Factors influencing financial sustainability. The assisted PA are not financially sustainable yet as the commitment of the PAs authorities to collaborate with the communities is starting with positive perspective. The PA authorities are testing the capacities, knowledge and work tools developed with the assistance of the project. They don't envision to implement them at full scale. i.e., systematically across the whole PAs - because they lack the resources to do it. The expected sources of revenues that will complement the scarce Government budget started to flow through tourism, carbon credit. Notwithstanding these setbacks, the MINAMB and PA authorities are now conscious of the opportunities offered by the establishment of public private partnerships in the management of the PA and are seeking collaborations in country and abroad. The triggering of this change of mindset is the more important contribution of the project to the PA system sustainability. Contingent factors affect this change but not its direction, as the opportunities and advantages in the decentralization of the PA management are recognized and stimulate the dialogue with potential partners.

Progress in financial sustainability. Notwithstanding the incipient diversification of the sources of revenues with the support of the project, the PA authorities have not developed the participatory approaches to PA conservation envisioned in their newly established management plans. They are very weak in this field that encompass some strategic decision about the business models to adopt in sharing the economic benefits and the exchange of information on the breach of the PA regulations. On one side, the participation of communities to the management of the PAs is still on the paper, lacking concrete modalities of collaboration. On the other side, the generation of revenues doesn't automatically produce a satisfactory repartition of the benefits. Thus, the commitment of the PAs authorities and communities to income generating activities is very weak. The conventions with external investors face another constraint, that requires careful analysis. A non-profit environmental foundation is in charge of the co-management of Cangadala. Its market development perspective is quite limited as, alone, it lacks the resources for investments along the value chain, i.e. to steadily expand the tourism market. Such situation presents some advantages in terms of

environmental protection but also implies that the progress to build the financial sustainability of the PA management is still far.

EQ5. Are the PAs exploiting the opportunities for synergies and collaborations with other initiatives?

Paths to partnerships. The project approach to build capacities, provide equipment, test solutions through grants and promote the PAs is part of the broader strategy of complementing its actions with other ones. Thus, the project has established a partnership with the GEF-6 funded illegal wildlife trade contrast project (PIMS 5993/ GEF ID 9735), with and Conservation International. The output of such collaborations has been meagre as the managerial capacities of the PA authorities are very low and don't allow to coordinate different actions. The formulation of the PA management plans should raise the leverage of the PAs authorities in coordinating externally funded initiatives. Indeed, the creation of new opportunities of joint actions is both essential for the sustainability of the PA management and more complex than envisioned by the project strategy. These collaborations require the coordinated action of all participants to fill in gaps, notably, in the tourism value chain, or in the diversification of the community sources of income. In absence of a shared commitment to tackle the joint challenges, each potential partner sees little added value in collaborating because it doesn't expect any substantial return from it. The understanding of the benefits issuing from their collaboration will expand the appeal of developing eco-tourism without exacerbating the competition for the customers of this still incipient market. What matters is that the action of a major investor – collaborating with the PA authorities through a co-management agreement – catalyses the interest of local businesses and avoids that their dispersion or competition that may lead to an excessive pressure on access to the PA and to diminish the economic returns of their activities.

Local development sustainability. The local communities face the same challenge of aligning their access to the PA natural resources to conservation principles. Opportunities should be screened along criteria that improve the efficiency of the community economy. The first criterion, that can be summarised as short value chain approach, is directly linked to the fact that the local economy dependence on external inputs reduces the returns of economic activities and raises their commercial risk, also preserving the environment from the disposal of the externally sourced materials. The second one, that is enshrined in the circular economy approach, refers to the fact that the intensification of the use of production inputs produces added value by the recycling of the waste generated by the primary product, also contributing to the conservation of natural resources. In this case, the diversification of the community economy is exploiting internal production processes and reduces to the cost of setting up and running the new businesses. In this perspective,

investments should be based on the opportunities, compatibility and mutually reinforcing effects of the proposed businesses in order to create the conditions of their scaling up and not only testing.

EQ6. How have environmental and social safeguard contributed to the welfare of the communities surrounding the protected areas?

Participation road to inclusiveness. The main contribution of the project to put in place environmental and social safeguards consists in the formulation of the PA management plans along the participatory approach. They are the result of the dialogue and consultation with the population and local authorities and include provision that increase the welfare of the communities surrounding the protected areas. Of course, the execution of the PA management plans is still in its early stage. They lack the mechanisms to perpetuate the participation of the population to the management of the PA, a task that could require legislative / regulatory level intervention and the build-up of capacities. The more evident problem faced by the PAs in this respect concerns the modalities of allocation of land and water to different activities, i.e. the governance of the access to the ecosystem services of the PA. Zoning, surveillance, economic use, etc. greatly depend on the participation of the population in the governance of natural resources –. This also entails national level actions – where the MINAMB collaborates with the economic ministries - as alone the PA authorities and surrounding population are not in a position to contain external actions exploiting the environment and endangering the welfare of the communities. Little progress in this direction has been made thank to the project support.

EQ7. Are there any lessons learned in terms of gender that could be used for similar future interventions in terms of design, implementation, and monitoring and evaluation?

Ongoing challenge. The gender equality and economic empowerment of women are deeply rooted in the project design thus it has not formulated a specific gender strategy. Notably, the project indicators do not include Gender markers. Indeed, several of its actions are preferably oriented to improve the livelihoods of women and the youth, as the community economy is highly dependent on their work. However, the little progress made in this field as the participation of the vulnerable groups in implementation of the PA management plans has still to be concretized in specific actions. It can be expected that the diversification of sources of income promoted by the PA management plans will increase the workload of the women of the beneficiary communities. This trend will create problems for the compatibility of the new activities (e.g., in the case of park staff) with the traditional tasks performed by women in the household economy. The

project collaboration with these communities has mobilized the participation of women and youth in the design of the pilot of bee-keeping and eco-tourism actions.

4.3 Recommendations

Rec. #	TE Recommendation	Entity Responsible	Time frame
A	<i>Project implementation and adaptive management</i>		
A.1	<i>Systematisation workshop.</i> Perform a systematisation meeting with the key partners to assess the learning, practices, tools that are used by the INBC, PA authorities, assisted community-based businesses. Use the output of this exercise to plan the completion of activities and exit strategy. Whereas feasible, such activities should concern several partners and beneficiaries as is unlikely that they can individually continue the achievements of the project.	INBC, PMU	Feb-Mar/2023
A.2	<i>Existing PAs contribution to the setup of the new ones.</i> Organize tours of the Existing PAs staff (managers, rangers) in the new PAs meeting communities there as part of a learning process. Their dialogue with the communities there should provide inputs for the next steps of the new PA establishment. Consider their feedback in the elaboration of the next steps of the establishment of the new PAs. This exercise should contribute to success of the systematization event.	INBC, PMU	Jan-Feb/2023
A.3	<i>Policy brief.</i> Use the outputs of the systematization of the project experience to produce a policy brief directed to the high level of the MINANB and of the Ministry of finance. Such document should present the challenges encountered and options for funding the PA management, on the basis of project experience.	INBC, MINAMB	Mar/2023
A.4	<i>PA management plans execution.</i> Expose the PA authorities / PA managers to successful experiences of involvement of stakeholders in the PA management. The exchange of	INBC	Mar-May/2023

	experience takes a few days, but its organization could exceed the remaining time of the project.		
A.5	<i>Exit strategy.</i> Perform the inventory of the project assets of the assisted PA assets and elaborate the requirements / proposals for their operations and maintenance. Allocate spare project funds for their repair as part of the exit strategy, if needed.	INBC, PA authorities	Feb-Mar/2023
A.6	<i>Business plans.</i> Ensure that the co-management agreements established between the PA and investors include business plans that define the modalities of cost-recovery of the tasks performed by each partner. Local communities have to participate to such exercise.	INBC, PA authorities	Jan-Mar/2023

4.4 Lessons Learnt

Sequencing of project activities. The articulation of the planned activities should include the establishment of operational links that make possible the organic coordination or exploitation of their outputs. The use of the outputs of one or more activities as inputs of other ones is important in the project economy – to progress from outputs to outcomes - and should be elaborated as part of the monitoring process / quality control checks. The project design itself should avoid as much as possible the activities that are not sequenced along the mentioned input – output sequence. Remediation to the disruption of such design should be a core task of the project management.

Linking PA management to local livelihood diversification. The actions related to the development of sustainable, environmentally friendly tourism-linked business and differentiation of local community sources of income are part of the participatory approach to PA management. Funding of such actions as stand along interventions included in the PA management plans could be insufficient in producing the expected outcome, the local ownership of the PA management. A more effective approach could be to fund activities in which both the population and PA authorities have stake in because they concern activities that directly contribute to the conservation of the natural resources of the PA. Activities that are selected only on the basis of the economic benefits for the population little contribute to the implementation of the PA management plans.

Organization of the stakeholders' participation. The involvement of national and local stakeholders in the design of project activities is part of the project strategy. The effectiveness of this process requires the build-up of the organizations that represent them. This makes possible their active involvement in decision making that otherwise would be marginal. Usually women-led organizations are very vocal and effective in representing the economic concerns of their communities. Technology transfer projects that collaborate with communities should start with the assessment of the capacities of the community-based organizations and strengthening of their management along the output of such exercise. Specifically, their participation to the project should include the elaboration of cost recovery mechanisms on the operation and maintenance of the transferred technologies.

Operations and maintenance of project equipment and other assets. The efficient use and conservation of the vehicles, radio equipment, solar electric systems and other materials requires the performance of systematic operation and maintenance procedures and access to support services, as mechanics. An activity that creates the capacities of their users in such fields should be included in technology transfer projects. Such activity should include (a) training on in-house maintenance and repair of materials, (b) establishment of monitoring and reporting on their conditions / operational problems faced, (c) the assessment of the fitness of the spare parts and service providers, etc. Projects should support the commitment of the beneficiary to perform such tasks as part of the continuous improvement process that leads to sustainability.

Systematization of knowledge. The sharing of knowledge among partners and validation of best practices is central to technology transfer initiatives. They are part of the information management processes and contribute to continuous improvement, replication and expansion of the best practices. Such events should be elaborated as part of an integrated monitoring, evaluation, accountability and learning strategy of the project. Such process is also an essential component of the adaptive management as it allows to capture the changes in context that impact on the steering of the project strategy and should be strategized as part of the project overall management. Specifically, it should include not only the project partners but also its beneficiaries, to link the technical and operational dimension of the project to its development context and goal.

Innovating operational modalities of conservation of the PA. The building of capacities of the staff and endowment of the PA authorities with physical and conceptual assets is the initial phase of a process that should allow the beneficiaries to elaborate their operational modalities. The peculiarities of the environment and socio-economy of the PA regions shape the priorities of their management plans. To efficiently perform

the conservation tasks, the PA authorities have to develop their own surveillance, intervention practices that combine different techniques (e.g., remote monitoring, joint actions with communities, reward based partnerships, access to external expertise, etc.) to innovate their work modalities. Vertical and horizontal exchanges of experiences and dialogue with stakeholders are typical ways to prompt the innovation of operational modalities of conservation of the PA.

Annexes

1. Terms of reference

Introduction

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP- supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the full-sized project titled Expansion and Strengthening of Angola's Protected Area system (PIMS#4464) implemented through the Ministry of Culture, Tourism and Environment (MCTA) – National Institute for Biodiversity and Conservation (INBC). The Expansion project started on the May 18th 2016 and is in its 6th year of implementation, after getting a non-cost extension of eighteen (18) months. The TE process must follow the guidance outlined in the document 'Guidance For Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects' (Guidance for Terminal Evaluations of UNDP-supported GEF-financed Projects).

Project background and context The Project was designed to focus its investments on the terrestrial network of protected areas, in direct response to the immediate threats to their ecological integrity. The GEF funding is being directed at two levels of support: at the PA system's level and at the level of individual sites. The Angolan system of protected areas had two main weaknesses, which the project managed to address to some extent; namely: i) limited bio-geographic representation—with several terrestrial ecosystems under-represented in the terrestrial PA network; and ii) constituent PAs in the system with sub-optimal management effectiveness and not effectively mitigating the threats to ecosystems, flora and fauna. Therefore, the project was designed to address both sets of weaknesses simultaneously. The project interventions are contributing directly to the improvement of ecosystem representation in the PA system, as well as contributing to strengthening PA management operations at key sites. Both sets of interventions were of paramount importance to address threats to Angola's biodiversity. Hence the selected approach that looked at investments at the system's level, to strengthen the institutional foundations and financing framework for PA management. As a result, during the project implementation period, the financial sustainability scorecard improved by 7%, moving from 3% (at project baseline stage) to 10% (past 3 reporting years). The project contributed to the rehabilitation of 3 PAs and is progressing on establishment of 3 new PAs (as per project targets), with additional 2 new PAs. Project interventions also included development of a financial sustainability plan for the PA system in Angola, diversification of livelihoods opportunities of communities living in the buffer zone, among others.

The total budget of the GEF contribution is USD 5.8 million, with total co-finance of USD 16.19 million from UNDP Regular Resources (USD 0.50 million), Government of Angola through MCTA (USD 15 million) and other partners managed resources from bilateral donors and other sources (USD 0.69 million).

The project is due to close operationally on November 18, 2022. The project faced some challenges related to the Covid-19 Pandemic and the Angolan Government restructuring process due to the economic and financial crisis facing the country, as well as recurring changes of the Minister for the main IP (4 Ministers in 4 years). The project benefited from 18 months extension, following recommendations from the MTR, which provided reasonable time to consolidate on the initial results.

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects. The objectives of the evaluation are to assess the achievement of project results, and aid in the overall enhancement of UNDP programming in Angola.

As of 18 July 2022, Angola reported a total of 99,194 of confirmed COVID cases, of which 97,149 are fully recovered. The country registered 1,900 deaths due to COVID. The country exercised smart sanitary fencing in areas where there was increased number of reported cases (particularly for the capital city – Luanda). Travelers moving from Luanda to the provinces were required to undergo mandatory COVID testing. The flights are open for some airline companies with limited weekly flights (increasing as the situation improves). The pandemic affected negatively some of the project activities as a result of limited travels in-country and internationally for 1 year and 9 months.

TE Purpose The overall objective of TE is to review the achievements made to deliver the specified objectives and outcomes of the project titled Expansion and Strengthening of Angola's Protected Area system (PIMS#4564) which is scheduled to end in November 2022. The TE will also establish the effectiveness, efficiency, relevance, performance and success of the project, including the sustainability of results and the project exit strategies. The TE will draw and analyze lessons learned through the project and best practices pertaining to the strategies employed, and implementation arrangements, which may be utilized to inform future programmes.

To achieve the objectives of TE described above, the TE evaluator will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Environmental & Social Safeguard Policy, the Project Document, project reports including Annual Project Review/PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the consultant considers useful for this evidence-based review), and summarize assessment methodologies, results, and recommendations in a report. The TE report should promote accountability and transparency and assess the extent of project accomplishments.

TE Approach and methodology The TE must provide evidence-based information that is credible, reliable and useful.

The TE team (composed by an International and a Local Consultants) will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation.

The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisors, direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to: Ministry of Culture, Tourism and Environment (MCTA) – National Institute for Biodiversity and Conservation (INBC); Ministry of Planning and Economy (MEP); Ministry of Finance (MINFIN); Ministry of Agriculture and Fisheries (MINAGRIP); Ministry of Public Works and Territorial Planning (MINOPOT); Ministry of State Administration (MAT); Ministry of Interior (MININT); Ministry of Defense and State Veterans (MINDENVP); Provincial Governments; and Municipal Governments; project beneficiaries, academia, and CSOs, etc. Additionally, the TE team is expected to conduct field missions to the three (3) newly created protected areas and three (3) old protected areas where project activities were implemented, namely: i) Floresta da Kumbira, ii) Serra do Pingano, iii) Morro do Moco, iv) Bicular National Park, v) Quiçama National Park, and vi) Cangandala National Park.

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. After 1 year and 9 months with restricted measures in combating COVID-19, the Government of Angola declared the end of the Public Calamity situation from 16th of May 2022. However, international travelers are required to have a vaccination card, PCR Test (before departure) and a Rapid Test is conducted on arrival in Luanda. If it is not possible to travel to or within the country for the TE mission then the TE team should develop a methodology that takes this into account, by conducting the TE virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the TE Inception Report and should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, MCTA, stakeholders and the TE team. Taking advantage of an in-country local consultant, alternately the local consultant can conduct field missions and work closely with the team leader (international consultant) for necessary guidance on the consultations.

If all or part of the TE is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many government and national counterparts may be facing connectivity challenges with poor/limited network, particularly in the PAs. These limitations must be reflected in the final TE report.

If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (using MS Teams, Zoom, Skype, etc.).

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must, however, use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report. The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the TE team.

The final TE report should describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

Detailed Scope of the TE

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework. The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects (Guidance for Terminal Evaluations of UNDP-supported GEF-financed Projects).

The Findings section of the TE report will cover the topics listed below.

A full outline of the TE report's content is provided in ToR Annex C. The asterisk “(*)” indicates criteria for which a rating is required.

Findings

Project Design/Formulation

National priorities and country driven-ness

Theory of Change

Gender equality and women's empowerment

Social and Environmental Safeguards

Analysis of Results Framework: project logic and strategy, indicators

Assumptions and Risks

Lessons from other relevant projects (e.g. same focal area) incorporated into project design

Planned stakeholder participation

Linkages between project and other interventions within the sector

Management arrangements

Project Implementation

Adaptive management (changes to the project design and project outputs during implementation)

Actual stakeholder participation and partnership arrangements

Project Finance and Co-finance

Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E(*)

Implementing Agency (UNDP) (*) and Executing Agency (*), overall projectoversight/implementation and execution (*)

Risk Management, including Social and Environmental Standards

Project Results

Assess the achievement of outcomes against indicators by reporting on the level of progress foreach objective and outcome indicator at the time of the TE and noting final achievements

Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)

Sustainability: financial (*) , socio-political (*), institutional framework and governance (*),environmental (*), overall likelihood of sustainability (*)

Country ownership

Gender equality and women's empowerment

Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-Southcooperation, knowledge management, volunteerism, etc., as relevant)

GEF Additionality

Catalytic Role / Replication Effect

Progress to impact

Main Findings, Conclusions, Recommendations and Lessons Learned

The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.

The section on conclusions will be written in light of the findings. Conclusions should becomeprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/orsolutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.

Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make.The recommendations should be specifically supported by the evidence and linked to the findingsand conclusions around key questions addressed by the evaluation.

The TE report should also include lessons that can be taken from the evaluation, including best and worst practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.

It is important for the conclusions, recommendations and lessons learned of the TE report to include results related to gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown in the ToR Annex D.

TE DeliverablesThe TE team shall prepare and submit:

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE team clarifies objectives, methodology andtiming of the TE	No later than 2 weeks before theTE mission: by August 19, 2022	TE team submits Inception Report to Commissioning Unit andproject management
2	Presentation	Initial Findings	End of TE mission: by October 03, 2022	TE team presents to Commissioning Unit andproject management
3	Draft TE Report	Full draft report (usingguidelines on report content in ToR Annex C) with annexes	Within 3 weeks ofend of TE mission:by October 10, 2022	TE team submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit, GEF OFP
5	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report (See templatein ToR Annex H)	Within 1 week ofreceiving comments on draft report: by November 07, 2022	TE team submits bothdocuments to the Commissioning Unit

*The final TE report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders. The TE team must have proficiency (read and speak) in Portuguese language.

All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.¹

TE ArrangementsThe principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is UNDP Angola Country Office. The Monitoring and Evaluation Focal Point (RBM and Communications Programme Analyst) will be the Evaluation Manager and provide overall coordination and management of the TE process, including procurement and contracting on behalf of the commissioning unit. The Environment and Disaster Risk Reduction Team Leader will provide overall support to the TE process. Introductory virtual meetings within the Country Office and the Deputy Resident Representative will be

organized to establish initial contacts with partners and project staff. The Country Office will support the implementation of in-person (if possible) and/or remote/ virtual meetings. An updated stakeholders list with contact details (phone and email) will be provided by the Country Office to the evaluation team.

The consultant (with support from the Project Management Unit) will take responsibility for setting up meetings and conducting the evaluation, subject to advanced approval of the methodology submitted in the inception report.

The Evaluation Manager will develop a management response to the evaluation within two weeks of report finalization. Also, will convene an Advisory Panel comprising of technical experts to enhance the quality of the evaluation.

The Commissioning Unit will contract the consultants and ensure the timely provision of per diems and travel arrangements within the country for the TE team. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up interviews with senior government officials, arrange interviews with project beneficiaries, set up stakeholder interviews, and arrange field visits.

Timeframe The total duration of the TE will be approximately 30 working days over a time period of 15 weeks starting August 12, 2022. The tentative TE timeframe is as follows:

Timeframe	Activity
(July 29, 2022)	Application closes

¹ Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

Timeframe	Activity
(August 05, 2022)	Selection of TE team
(August 12, 2022)	Preparation period for TE team (handover of documentation)
(August 19, 2022) 03 days	Document review and preparation of TE Inception Report
(August 26, 2022) 02 days	Finalization and Validation of TE Inception Report; latest start of TE mission
(September 30, 2022) 15days	TE mission: stakeholder meetings, interviews, field visits, etc.
(October 03, 2022)	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
(October 10, 2022) 05 days	Preparation of draft TE report
(October 20, 2022)	Circulation of draft TE report for comments
(October 25, 2022) 02 days	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
(October 28, 2022)	Preparation & Issue of Management Response
(October 31, 2022)	Concluding Stakeholder Workshop (optional)
(November 07, 2022)	Expected date of full TE completion

The expected start date of contract is August 10, 2022.

Duty Station

This evaluation will be coordinated from Luanda, Angola. In principle the team leader (international consultant) will conduct the evaluation remotely with possibly of one in-country mission, while the local consultant is expected to support with in country interviews, field missions and data/information gathering.

Travel:

Local travel will be required to the project sites during the TE mission;

The BSAFE course must be successfully completed prior to commencement of travel;

Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director.

Consultants are required to comply with the UN security directives set forth under: <https://dss.un.org/dssweb/>

TE Team Composition

A team of two independent evaluators will conduct the TE – one Team Leader (with experience and exposure to projects and evaluations in other regions) and one Team Expert, locally based in Angola. The Team Leader will be responsible for the overall design and writing of the TE report, revision of the project tracking tools, preparation of evaluation audit trail, etc. The Team Expert will assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, work with the Project Team in developing the TE itinerary, preparation of interviews, conduct field visits, etc.

The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review and should not have a conflict of interest with the project's related activities.

The selection of evaluators will be aimed at maximizing the overall "team" qualities in the following areas: sound knowledge of protected areas management and or natural resources management, extensive experience in evaluation for GEF projects, knowledge of country or regional context, and robust result-based management.

TE Mission itinerary including summary of field visits

2. List of interviewees

Name	Organização/função	e-mail	Telephone
Sara Elizalde	RWCP	kikas.sara@gmail.com	+244 945790748
Francisco Maiato	ISCED, Lubango	Francisco.maiato@gmail.com	+244 924061322
Thea Lautenschlaeger	Universidade Técnica de Dresden, Germany	thea.lautenschlaeger@tu-dresden.de	
Alvaro Toto	Universidade Técnica de Dresden, Germany	Albrutoni_angolalda@outlook.de	
Filipe Kodo	Bioconserv	filipekodo@yahoo.com.br	+244 923676051
José Raimundo Tecas	UIGE, Sierra do Pingano, Diretor do gabinete provincial do ambiente	raimundotecaj@gmail.com	+244 930224115

Tamar Ron	Experta em planes de gestão	tamarron@bezeqint.net	
Antonio Kapemba	KBP, psicólogo	jorgecapemba@gmail.com	+244 923404940
Claudia Fernandes	PNUD Unidade de monitorio	Claudia.fernandes@undp.org	
Pedro Vunge Pinto	PNUD, Departmanto do ambiente, oficial do projeto		
Garcelina Alexandra	INBC, assistente técnica do projeto	Garcelina.alexandra@undp.org	
Celsia Africano Guima	INBC, assistente técnica do projeto		
Janeiro Avelino Janeiro	PNUD Country Office Programme Specialist	janeiro.avelino@undp.org	

3. Bibliography

2013 02 26 Environmental and social screening
 201 05 07 letters of Co-financing
 2013 05 Tracking tool Baseline
 2016 04 27 PRODOC
 2016 05 12 PRODOC signed page
 2016 10 06 Inception Report
 2017 12 31 PIR
 2018 12 31 PIR
 2019 08 21 Mid-Term Review of Expansion and Strengthening of Angola's PA system
 2019 12 31 PIR
 2020 04 Vertical Fund COVID Survey
 2020 12 31 PIR
 2021 06 Evaluation quality assessment
 2021 06 Evaluation guidelines
 2021 12 31 PIR

4. Stakeholders' analysis

This *Stakeholders' analysis* consists in the characterization of the key actors of the project with the purpose of identifying their relations with the drivers of the project strategy and to reconstruct its Theory of change. This analysis presents the major categories of stakeholders, the individual stakeholder institutions/organisations within each of these categories, and a brief summary of their specific roles and responsibilities in supporting or facilitating the implementation of project activities.

The interests of public and private actors in PA management and equitable access to their ecosystem services are strictly linked to their socio-economic development of the country. The establishment of a planning,

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coordination and supervision framework that make compatible conservation and development priorities in these areas – fishery, agriculture, forestry, transportation, tourism - along with their residential uses (i.e., that doesn't penalize the welfare of the people living around the PA) is critical for successful preservation of their unique ecosystems.

The stakeholders of the PAs are active at the national and local level. The MCTA and other national institutions are constantly coordinating actions in the frame of the national policies or collaborating in their implementation. Their policy-making and supervisory role links the different geographical levels of the environmental and development actions. Here below we examine the interests and role of the project stakeholders by clustering them in two major categories (national and local entities) that share similar patterns in the creation and management of the PAs.

The strengthening of PAs system promotes the collaboration of institutions, private sector, local authorities and communities. Their interaction makes possible the mobilization of the political, financial and professional expertise and creates opportunities for their partnership in the environmental and development sectors. Of course, the coordination and integration of their actions requires that their vision and expectations be discussed and made compatible through constant discussion and information sharing.

National and international actors

The MCTA and the other national institutions shape, negotiate and harmonise the development priorities with the natural resources protection ones and represent the interests of the local authorities, communities and private organisations interested in their equitable access and use. The MCTA supervises the PA management to ensure that the other stakeholders don't pose threats to the biodiversity. The compatibility of the endeavours and actions of the national and local stakeholders is central to its mandate and actions. Thus, it shapes and implements the political, legal and technical provisions for management of the PA management that should ensure that the PA biodiversity and other natural resources are preserved and sustainably used. It facilitates the dialogue among institutions, businesses, local authorities and civil society organizations that are interested in the access to the ecosystem services and other benefits of the PAs. This implies that the MCTA contributes to the dialogue and plays a leading role in orientating the decision making of Governments and the private sector such as farmers, fishers, residents and other socio-economic stakeholders. The governance of the resources of the PAs is critically linked to sustainable development policies but also to the local human preferences for the cheap exploitation of natural resources. Thus, the action of the MCTA is also linked to that of enforcement agencies other than the PA management. Its dialogue with and assistance to police include the capacitation on environmental issues and establishment of communication and collaboration in the performance of surveillance, inspection and interventions in case of infringement of the PAs and natural resources conservation rules.

Government institutions in charge of the formulation, supervision and implementation of the provisions of the development policies often merge the two tasks of policy making and execution of the regulatory

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framework. Their perception of the PAs value is influenced by their sectoral interests and priorities and, at the same time, their involvement in the mentioned tasks of formulation supervision and implementation. For such reason, they are often in a difficult position in relation to the appraisal of the fitness and effectiveness of such provisions, as they are associated to them in conflicting roles. They collaborate with the MCTA in ensuring the compatibility of development and environmental rights and negotiate their different needs and expectations inside the national policy making process but at the same time are involved in the execution of activities that conflict with them. The MCTA sensitizes and involves other institutions and technical agencies in targeted collaborations that political confrontation of concurring interest and priorities a process that is made more complex and less effective by the mentioned conflicting positions of its partners. The private sector is interested in the economic exploitation of the natural resources of the PAs. It coordinates its action with the institutions and local government authorities to frame its businesses in the conservation and development policies and regulations. It is especially active in relation to the development of tourism, infrastructure and transport.

Several international development agencies (EU, Spanish Cooperation, IUCN, WWF, Giz, Sonangol, Esso, British Petroleum, Total) operate in Angola. They fund activities connected to the management of the PAs. They are sources of expertise and innovation and contribute to the deployment of the national conservation policies inside and around the PAs.

The Academia is engaged in the study of the natural resources of the country and builds the knowledge used in taking decisions on the management of the PAs and equitable access to their ecosystem services.

Local actors

State and non-state actors, including business, communities, civil society organisations and individuals are the final beneficiaries of the sustainable management of the PAs. They contribute to the conservation and sustainable use of their natural resources as far as their interests are respected. Thus, their access to the ecosystem services of the PAs is often conflictive. The MCTA and PA management promote the dialogue and ensure the collaboration of the local authorities, private sector and communities. Their level of aggregation, capacities and interests are very diversified and require the adoption of flexible approaches. As they are mainly concerned with their livelihoods and wellbeing, their conflicting interests require the guidance of institutional actors through policies, legislation and support by public services. They expect to be closely engaged in the formulation of policies and legislations governing the conservation and access to the natural resources of the PAs.

The Local government authorities (LGAs, provincial, municipal councils) and traditional authorities represent the local population and organize their participation to local development planning. They act as interface between the interest of the people living in or around and the PAs management. Through their often-friendly offices the interests of the resident population are negotiated and integrated in the PAs management plans. In practice, they contribute to create the consensus on the conservation of the PAs natural resources and the

equitable access to their natural resources. By implying the resident population in the PAs dynamics, they also play a central role in smoothing and resolving disputes among conflicting parties.

The Non-governmental organisations (NGOs) are especially active in linking the PAs conservation and community socio-economic development priorities at the local level. They collaborate with Provincial and municipal authorities that represent the interests of the population and liaise with the Traditional Authorities and Community based organisations in dealing with their beneficiaries. Angolan NGOs active in the PAs include: Acção para o Desenvolvimento Rural e Ambiente (ADRA), Núcleo Ambiental da Faculdade de Ciências (NAFC), Juventude Ecológica Angolana (JEA), Organizações Luiana, Rede Maiombe, Organizações Luiana, ACADIR.

Community based organisations (CBOs) are entities that organise the people involved in socio-economic activities – e.g., farmers’ groups, women’s saving groups, market sellers, health and solidarity groups – at the village level. They are often directly involved in the management of the natural resources of the territory, that is the basis of the livelihood and welfare of the resident population. They represent the interests of their members in dealing with LGAs, traditional authorities, NGOs and PAs management, thus actively contributing to the planning, implementation and surveillance of the PAs and surrounding areas natural resources. As they are made of organised groups of resident people, they are often directly involved in the management of the equitable access to the PAs natural resources.

The following table lists the PAs stakeholders and their key interests and tasks in the PAs management.

Stakeholders’ map

<i>Stakeholders</i>	<i>Interests and tasks in the PAs management</i>
Ministry of Culture, Tourism and Environment (MCTA, former MINAMB)	It supervises the PAs system by ensuring that the policy, institutional, legislative and budget reforms are formulated and put in place to facilitate the establishment and operational functioning of INBC and the <i>Secretary States</i> for Biodiversity and Conservation Areas (SEBAC) in its development and programmes. It oversees the implementation of project activities and appoints and supervises the PAs staff. Its National Directorate of Environmental Impact Assessment fixes the environmental requirements for the construction of infrastructure development activities in and near National Parks. also links tourism development in PAs to the National tourism master plan, also supports the training of PAs staff on hospitality and nature-based tourism.
Ministry of Economy and Planning (MINPLAN)	It participates to elaboration of sectoral strategies and programs that involve the PAs. It ensures that they are aligned with other sectoral policies, programs and strategies. It integrates the projected budgets for the in the broader macro-economic planning.
Ministry of Finance (MINFIN)	Is appropriates the funds for the management of the PAs system (through an annual budget allocation to MCTA and INBC), including government co-financing of the project.

Ministry of Agriculture and Fisheries (MINADERP)	(Former Ministry of Agriculture and Rural Development MINADER) It assists the PAs in the management of rural development issues, notably in respect of communities living in or around the national parks. It contributes to the consultations with the communities and economic entities involved in the zoning processes. It contributes to sustainable forest management in and around the PAs, management of sustainable agricultural activities and livestock management (e.g., water management and PAs land carrying capacity of goats, cattle).
Ministry of urban and Construction (MINUC)	It advises and supports the PAs in the planning, development and maintenance of public infrastructure as public roads crossing the PAs.
Ministry of Territory Administration (MAT)	It facilitates the participation of the different levels of government (central, provincial, municipal and commune) in planning and implementation and ensures the involvement of the <i>traditional authorities</i> .
Ministry of Interior (MININT)	It enforces the rule of law in the establishment and operationalization of the PAs system. It supports the PAs by ensuring that community resettlement and relocation processes are carried out under the rule of law, properly planned and administered in an equitable and fair manner.
Ministry of Defense (MINDEN)	It supports the PAs in the selection of prospective ex-combatants who have previously received park ranger training, and who could be appointed as staff of the PAs.
Private sector	It is interested in the exploitation of the natural resources of the PAs, thus linking their conservation to economic development. Private companies participate to the creation of infra-structures and invest in PAs related businesses such as tourism, transport, commerce.
International development and environmental agencies	They include international organisations and private funds that fund natural resources conservation projects. They collaborate with the MCTA in the establishment, strengthening and management of the PAs.
Academia	It performs studies on the PAs situation thus expanding the knowledge basis for the management of the PAs
Non-governmental organisation's	They coordinate and collaborate with the PAs and local communities in linking the conservation of natural resources to the socio-economic welfare of the population.
Provincial and municipal governments	They link the PAs management to provincial development strategies. They manage the delivery of social (health, education, security, etc.) and infrastructural services (water, power, waste management, etc.) to the communities living in and around national parks.
Traditional authorities (Sabas)	They facilitate the dialogue between the PAs management and local communities and monitor the implementation of mutually agreed actions. They mediate in conflicts on the access to the PAs ecosystem services.
Community based organisations	They represent the farmers, fishermen, pastoralists, hunters, etc. in dealing with the PAs management with reference to the planning and management of and access to their natural resources.

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Overall, the interaction between the national and local stakeholders is a complex and often conflicting process. The MCTA plays the key role in the sector governance by harmonizing the exigencies of the national and local actors to jointly address the climate actions priorities in the frame of sustainable development policies. It provides advise and assistance, guides the implementation of the legal provisions and governance mechanisms through consultation, coordination, mediation and advocacy actions that overcome the capacities of the individual actors. The strengthening of their consultation and coordination process, in which the MCTA plays the leading role, is conducive to a consensual, orderly and regular interactions of the stakeholders of the biodiversity of the PAs.

5. Reconstructed Theory of change

The reconstructed project *Theory of Change* (ToC) is based on the study of the project documents. The ToC identifies the sequence of conditions and factors deemed necessary for projected outcomes to yield impact (including context conditioning and actor capacities) and assesses the current status of and future prospects for achievements.

Strategy

The Objective of this project is to enhance the management effectiveness - including operational effectiveness and ecosystem representation - of Angola's Protected areas (PAs) System, with due consideration for its overall sustainability, including ecological, institutional and financial sustainability.

The project implements the second phase of the comprehensive national programme to rehabilitate, strengthen and expand Angola's PAs system¹⁰. It strengthens the legal, planning, policy, institutional and financial frameworks for protected area expansion and rehabilitate three existing National Parks (Cangandala, Bicular and Quiçama) and improves their management. It enhances the network of PA in response to the growing threats to their ecological integrity. The expansion of the PA area reduces the erosion of biodiversity in several vegetation groups in the Zambezian centre of endemism, and bird areas and other critically endangered species survive¹¹. The project tackles the main shortfalls of the national system of the PA system, that is its incomplete bio-geographic representation—with several terrestrial ecosystems being under-represented in the terrestrial PA network, and weak management of the PA management in relation to the threats to ecosystems, flora and fauna. By improving the ecosystem representation in the PA system - so that at least 20 of the 32 mapped vegetation types are represented through the proclamation of new sites - and the capacities management of the PA it unlocks the potential of PA, including indigenous and community conserved areas, to conserve biodiversity while contributing to sustainable development.

This strategy is in line with the ambitious targets set by the Government for expanding the terrestrial PA network¹² to make it more representative of Angolan ecosystems and to foster the systematic development of capacities and the mobilisation of financial resources for supporting and sustaining the PA. The project minimises the social effects of the expansion of the PA system by consulting stakeholders and applying safeguards with respect to possible negative effects. The adoption of the participatory is especially important because some of the existing and new PA have been resettled by refugees and internally displaced people (IDPs), as within Quiçama National Park, and the people living around Candangala and Bicular National Parks

¹⁰ The first phase of the national programme started in 2012 with the *National Biodiversity Project: Iona National Park* and the implementation of the GEF-funded *Iona Project* that also supported the government the establishment and operationalization of the *Department of Conservation Areas* within the *Instituto Nacional de Biodiversidade e Áreas de Conservação* (INBC).

¹¹ E.g., the Giant sable antelope sub-species *Hippotragus niger variani*.

¹² Plano Estratégico da Rede Nacional de Áreas de Conservação de Angola (PLERNACA) was approved by the Council of Minister in April 2011, following the enactment of the National Policy on Forest, Wildlife and Conservation Areas on 14/01/2010, and expanded the of the intentions of the National Biodiversity Strategy and Action Plan (2007-2012).

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are poor¹³. Furthermore, irregular land grabs have been recorded in Quicama¹⁴. The PA rehabilitation of three priority national parks and creation of those of Quiçama, Cangandala and Bicular is pursued along with the development of the capacity of managing them through hands-on experience. In this way, the project is expected to contribute to the mobilisation of financial resources to gradually decrease the gap between financial needs and funds actually available for PA management, including through measures that increase the system's own capacity to generate revenue to itself.

The project improves the PA system and its coverage of the protected habitats to along the provisions of the priorities established by the *Plano Estratégico da Rede Nacional de Áreas de Conservação de Angola* (PLERNACA). Its Component 1. Operationalises the PA expansion by strengthening the capacities of the PAs system in relation to the legal, planning, policy, institutional and financial frameworks, the institutional capacity to plan and implement PA expansion, the implementation of the PA expansion programme and improvement of the financial sustainability of the expanded PA network. These regulatory, operational and financial improvements are expected to make sustainable the management of the PA and to ensure the continuation of the equitable access to their ecosystem services. This achievement is especially relevant in relation to the socio-economic and not only environmental threats faced by the Angolan habitats that come from within (poor population residing inside or near the PAs) and around the PAs. By building these capacities the project expects that the MCTA and PA authorities collaborate with other Angolan institutions and local authorities in harmonising the PA management with local and national development actions. The participation of the local population in the planning and surveillance of the PAs is especially important to reduce conflicts on the access to their ecosystem services and involve these communities in the surveillance. In practice, this component is intended to integrate the governance of the national- and PA-level actions through the participation of the PA stakeholders in their design, implementation and monitoring.

The Component 2 concerned the operationalising of capacities improved in the rehabilitation and management of three existing National Parks (Cangandala, Bicular and Quiçama) that were deeply affected by the war. An assessment made by the Ministry for Urbanisation and the Environment on the condition of the six national parks conducted in 2004 has concluded that the decline in large mammal populations, destruction of park infrastructure, settlement in parks by human populations, widespread bush-meat hunting, and in some cases, illegal occupation by private and commercial operations, have continued after the end of the war. Given the visible presence of bush-meat hunting over the entire country, and the lack of park management personnel in all but Quiçama - and to a minor extent in Bicular and Cangandala - the wildlife populations in the PA continue on their downward spiral.¹⁵ More recently, a series of studies on existing and newly proclaimed PAs have started in connection with the implementation of the 'Iona Project' and with the

¹³ The 2004 Land Law has a number of provisions to protect the rights of the poor and disenfranchised, but its implementation is hampered e.g. by the limited capacity of State services to process requests and carry out due diligence.

¹⁴ The 2010 Policy on Forest, Wildlife and Conservation Areas lacks a regulatory framework for its operationalisation and land use resource allocation.

¹⁵ An exception may be Iona National Park, where populations of Oryx, Springbok and Mountain Zebra appear to have recovered slightly over the last decades.

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preparatory grant for this project. The project promotes the elaboration of strategies and investments to match the conservation needs of Quiçama, Congandala and Bicuar National Parks thus rehabilitating and improving their management.

The project recognizes the different roles that the national and local actors and promotes concurrent, coordinated contribution to the PAs and natural resources conservation and sustainable development, with emphasis in the participation of the people living in and around the PAs. The MCTA, its national and local partners are expected to develop and put in place consultation, coordination, planning, information management, funding and monitoring procedures that strengthen the conservation and sustainable use of the resources of the PAs. In this way the natural hotspots protected under the national policies provide ecosystem services to the surrounding population and this is engaged in the conservation and surveillance of the natural resources of the PAs. The project approach ensures that the building of capacities encompass the relevant topics of regulation, planning, coordination, management and monitoring of the PAs as well as the access to financial needed for the protection and sustainable use of the natural resources.

The combination of protection and sustainable development actions is the core of the project strategy. The MCTA not only coordinates and supervises the action of the PAs authorities but also facilitates the exchange of information and discussions and provides guidance to the action of the national and local partners that have concurring capacities in managing the PAs. The other national institutions are expected to articulate the integrated approach to PA management advocated by the national policy and ensure the consistency of national and PA-level actions (e.g., the participation of the local communities) in developing, aligning and harmonizing their strategies in view of the shared objective of sustainable development, along the National Biodiversity Strategy and Action Plan. National Biodiversity Strategy and Action Plan provision that the *national integrated PA management system allows the reconciliation of the conservation and sustainable use of biodiversity and tourism with the interests of local communities*¹⁶. The project addresses the mentioned weaknesses – in coverage of habitats and management capacities – and strengthens the PAs.

External factors

External conditions that influence the success of PA management range from environment, demography and professional expertise to the socio-economic conditions in the PA and surrounding areas. The access to technology, is especially important in relation to the PA surveillance. But socio-economic factors are the paramount concern of the project strategy. Dialogue and participation are the underlying condition for the planning of the conservation, sustainable use and equitable access to the ecosystem services of the PA. Information sharing, discussion, negotiation and collaboration make possible the creation of consensus and facilitate the implementation of the PA management along sustainability criteria thus ensuring the participation of external stakeholders to the PA management plans. This process allows the integration of

¹⁶ UNDP Country programme, Pillar 4, Outcome 6. Strengthen national capacities to mainstream environmental protection into national development plans and programmes through a pro-poor growth perspective

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the action of the stakeholders, starting with the MCTA and national institutions in coherent strategies and their contribution to create consensus, mobilize financial resources and efficiently merge the contribution of local, national and foreign partners in the understanding of the issues at stake in the running of the PA.

In fact, the proposed approach to the PAs system management is broadly articulated in environmental, economic, social and governance fields that have a great potential of leveraging resources to produce mutual understanding and shared benefits among the people living in and around the PA and their local, national and regional counterparts.

PA system governance

The build-up of capacities to plan and coordinate the strategies and actions involves *political and operational or technical aspects*. This implies the elaboration and adoption of *business models* conducive to the sourcing of financial resources and to the participative budget planning (budgetisation) of the access to the PA ecosystem services (communities' integration in their resources sustainable use, investments in tourism, preservation of the natural resources (e.g., water springs, biodiversity, land protection) that is the basis of the sustainable development of other areas of the country. The establishment of cost recovery mechanisms, sharing public and private sources of funds, is essential for the effective governance of the PAs. Building the MCTA and its partners capacities in this field is essential to ensure that the sector governance effectively canalizes the stakeholders' expectations and contributions to improve the sustainability, climate resilience and inclusion and thus to produce the concurring contribution of stakeholders to the management of the PA natural resources and preservation of their ecosystem services. In this way the multi-sector benefits provided by the PA habitats are expected to raise the engagement of their direct beneficiaries and the high-level support to conservation policies by public authorities, the private sector and civil society.

Challenges

The project activities are well targeted and conducive to achieve mutually reinforcing conservation and development goals through the sustainable management of the PA and their integration in the national system, by linking the conservation of their natural resources to the national socio-economic development priorities. The scale of this multi-sector undertaking is the main challenge of the project design. The involvement of each socio-economic sector requires not only the participation and strengthening of the understanding of the value of the PA natural resources by institutions and local authorities but also their commitment of resources, time and capacities to be effective. The performance of advocacy and communication actions is needed to sensitize the decision makers. These actions support the building of capacities and ensure the high-level engagement in the continuation of the PA system sound management after the project end.

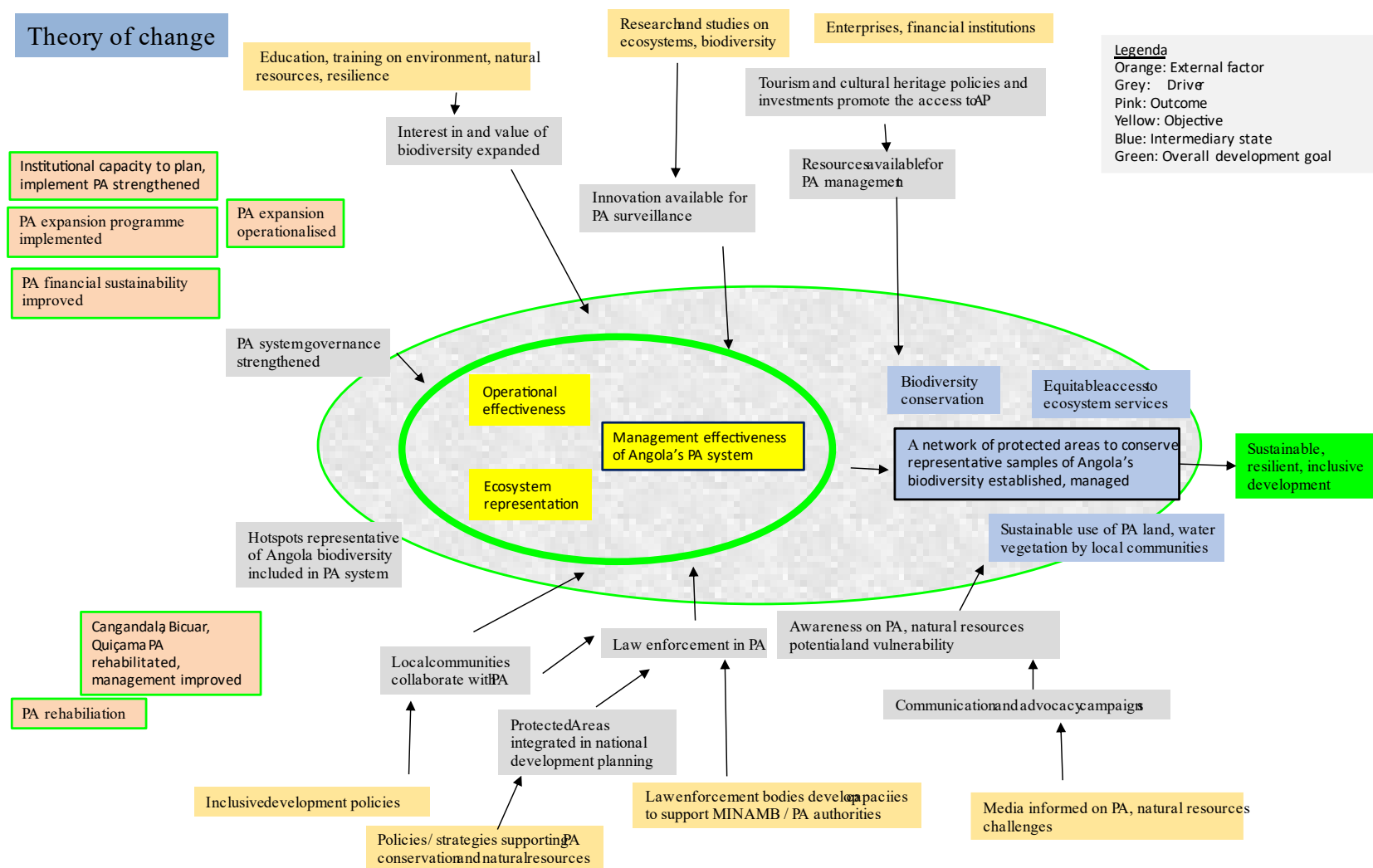
The success of this action is also dependent on the availability of and mobilization of private resources, as economic actors can play a positive or negative role in the conservation of the PA natural resources. Thus, the project has to ensure the broader dissemination and discussion of early benefits it is producing in the

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socio-economic field to involve not only the local communities but also entrepreneurs the governance of the PA system, to invest and harvest benefits from their long-term existence and reduce the search for fast profits at the expenses of their natural resources.

The advocacy and communication actions are essential to create a consensus on the joint goals and to harmonize the actions of the stakeholders and of course to smoothen the political problems that are intermingled to the management of PAs, notably, making possible the equitable access to their ecosystem services and to make possible that the full benefit of the national policies are generated. Overall, bringing together the stakeholders to contribute to the PA system governance and to collaborate in the PA management is the greatest challenge the project is contributing to solve.

Diagram 1. Reconstructed theory of change



6. Budget

Award ID:	00078044	Business Unit:	AGO10
Project ID:	00088535	Project Title:	Expansion and Strengthening of Angola's Protected Area system
Award Title:	PIMS 4464 Angola PA Expansion and Rehabilitation	Implementing Partner (NIM agency)	Ministry of Environment (MINAMB)

4464 Project Component / Atlas Activity	Implem. Agent	Fund ID	Donor Name	ATLAS Budget Code	Atlas Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	TOTAL	Notes
1) Strengthen institutional capacity to expand the PA network	UNDP	62000	GEF	71500	Contractual Services - Individ	82,150					82,150	1
	NIM	62000	GEF	71300	Contractual Services - Individ	35,000	40,000	40,000	40,000	40,000	195,000	27
	NIM	62000	GEF	71600	Travel	11,875	23,750	23,750	23,750	11,875	95,000	2
	NIM	62000	GEF	72100	Contractual Services-Companies		140,000	140,000			280,000	3
	NIM	62000	GEF	72100	Contractual Services-Companies		100,000	100,000	40,000		240,000	4
	NIM	62000	GEF	72100	Contractual Services-Companies		100,000	100,000			200,000	5

4464 Project Component / Atlas Activity	Implem. Agent	Fund ID	Dono r Name	ATLAS Budget Code	Atlas Budget Description	Amoun t Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amoun t Year 4 (USD)	Amoun t Year 5 (USD)	TOTAL	Note s
	NIM	62000	GEF	71300	Contractual Services - Individ		15,000	20,000	8,550		43,550	6
	NIM	62000	GEF	72200	Equipment and Furniture	28,000					28,000	7
	NIM	62000	GEF	72500	Supplies	2,752	2,752	2,752	2,752	2,752	13,760	8
	NIM	62000	GEF	72600	Grants		90,000	50,000	36,000		176,000	9
	NIM	62000	GEF	74500	Miscellaneous Expenses	1,200	1,200	1,200	1,200	1,200	6,000	10
	Subtotal GEF - Component 1 / Atlas Activity 1					160,977	512,702	477,702	152,252	55,827	1,359,460	
TOTAL COMPONENT 1						160,977	512,702	477,702	152,252	55,827	1,359,460	
2) Rehabilitation of 3 National Parks	UNDP	62000	GEF	71500	Contractual Services - Individ		78,575	78,575	78,575	78,575	314,300	1
	NIM	62000	GEF	71300	Contractual Services - Individ	40,000	50,000	50,000	50,000	50,000	240,000	27
	NIM	62000	GEF	71600	Travel		36,250	36,250	36,250	36,250	145,000	2
	NIM	62000	GEF	71300	Contractual Services - Individ		225,000	225,000			450,000	11

4464 Project Component / Atlas Activity	Implem. Agent	Fund ID	Donor Name	ATLAS Budget Code	Atlas Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	TOTAL	Notes
	NIM	62000	GEF	71300	Contractual Services - Individ		375,000	375,000			750,000	12
	NIM	62000	GEF	71300	Contractual Services - Individ		225,000	225,000			450,000	13
	NIM	62000	GEF	72200	Equipment and Furniture	130,080	236,160	8,000	8,000	8,000	390,240	14
	NIM	62000	GEF	72400	Communic & Audio Visual Equip	180,000	360,000				540,000	15
	NIM	62000	GEF	72500	Supplies	81,000	81,000				162,000	16
	NIM	62000	GEF	72500	Supplies	20,000	20,000	20,000	20,000	20,000	100,000	8
	NIM	62000	GEF	72800	Information Technology Equipmt	59,000					59,000	17
	NIM	62000	GEF	73200	Premises Alterations		180,000	180,000	180,000		540,000	18
	NIM	62000	GEF	74500	Miscellaneous Expenses	2,000	2,000	2,000	2,000	2,000	10,000	10
Subtotal GEF - Component 2 / Atlas Activity 2						512,080	1,868,985	1,199,825	374,825	194,825	4,150,540	
	UNDP	04000	UNDP	71400	Contractual Services - Individ	100,000	100,000	100,000	100,000	63,266	463,266	19

4464 Project Component / Atlas Activity	Implem. Agent	Fund ID	Donor Name	ATLAS Budget Code	Atlas Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	TOTAL	Notes
	Subtotal UNDP - Component 2 / Atlas Activity 2					100,000	100,000	100,000	100,000	63,266	463,266	
TOTAL COMPONENT 2						612,080	1,968,985	1,299,825	474,825	258,091	4,613,806	
3) Project Management	NIM	62000	GEF	71200	International Consultants	12,000					12,000	20
	NIM	62000	GEF	71200	International Consultants			60,000		60,000	120,000	21
	UNDP	62000	GEF	71400	Contractual Services - Individ		30,000	30,000	30,000	15,000	105,000	22
	NIM	62000	GEF	71600	Travel		1,000		1,000		2,000	23
	NIM	62000	GEF	72100	Contractual Services-Companies	20,000					20,000	24
	NIM	62000	GEF	72400	Communic & Audio Visual Equip		2,500	2,500	2,500	2,500	10,000	25
	NIM	62000	GEF	74100	Professional Services		4,750	4,750	4,750	4,750	19,000	26
	NIM	62000	GEF	74500	Miscellaneous Expenses		500	500	500	500	2,000	10
Subtotal GEF - Project Management / Atlas Activity 3						32,000	38,750	97,750	38,750	82,750	290,000	

4464 Project Component / Atlas Activity	Implem. Agent	Fund ID	Donor Name	ATLAS Budget Code	Atlas Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	TOTAL	Notes
	UNDP	04000	UNDP	71600	Contractual Services - Individ	10,000	10,000	10,000	6,734		36,734	23
	Subtotal UNDP - Project Management / Atlas Activity 3					10,000	10,000	10,000	6,734	0	36,734	
TOTAL PROJECT MANAGEMENT						42,000	48,750	107,750	45,484	82,750	326,734	

TOTAL GEF	705,057	2,420,437	1,775,277	565,827	333,402	5,800,000	
TOTAL UNDP	110,000	110,000	110,000	106,734	63,266	500,000	
TOTAL PROJECT	815,057	2,530,437	1,885,277	672,561	396,668	6,300,000	

Budget Notes	
1	Project posts: Proforma costs of the appointment of a Project Officer (UNV) of the project (5 years) divided between Components 1 and 2 on a pro rata basis (GEF financed). Refer to detailed ToR for the post.
27	National Project Coordinator hired by MINAMB and financed by GEF (USD 60,000 per year, years 1-5); Project Assistant hired by MINAMB and financed by GEF (USD 15,000 per year, years 1-5); and project driver hired by MINAMB and financed by GEF (USD 15,000 per year, years 2-5, in the first year shared with the GEF Iona project).
2	Travel costs associated with activity implementation under this component.
3	Service Provision Consultancy Contracts (*): International / Regional Specialised Technical Support the Professional PA Expansion Team in MINAMB contributing to Output 1.1, items: (vi) Medium-term strategic plan for PA expansion; (vii) Support the implementation of detailed site-specific field and aerial

	survey work; (viii) Detailed feasibility assessments, and develop detailed PA expansion roll-out programmes; (ix) Electronic information management system for all data supporting the PA expansion programme (design, populate, host and maintain). (x) Regional Partnerships with counterpart agencies in adjacent countries (i.e. TFCAs KAZA, Iona-Skeleton Coast TFCA, Liuwa Plain-Kameia TFCA, Maiombe Forest TFCA, study on human-wildlife conflict and its mitigation).
4	Service Provision Consultancy Contracts (*): National/International Specialised Technical Support the Professional PA Expansion Team in MINAMB contributing to Output 1.2, items: [1] PA boundaries identification; (b) PA Zoning; [2] Draft PA regulations; [d] Review of stakeholder inputs towards finalize the PA boundaries, use zones and regulations. It is envisaged that the following consultants will be contracted to support the work of the unit: (a) a communications company to design and produce the requisite communications materials; (b) a national independent mediator to develop and implement the local and institutional stakeholder consultation process; (c) a surveying firm to survey the PA boundaries and prepare survey diagrams; and (d) a national legal advisor to prepare and draft the PA regulations.
5	Service Provision Consultancy Contracts (*): National/International Specialised Technical Support the Professional PA Expansion Team in MINAMB contributing to Output 1.3, items: [1] Support to PA Finance Development: A national financial planning firm will be contracted to: provide technical financial support; develop financial protocols, policies and systems; identify financial hardware, software and infrastructure requirements; facilitate medium-term and annual budgeting; implement financial management training and skills development programmes; facilitating auditing and financial controls; preparing a business case for an increase in investment in protected areas; and developing and costing projects for donor funding. The company will work in close collaboration with MINAMB, the Ministry of Planning and the Ministry of Finance. [2] Support to PA Concessioning Process: An National/International nature-based tourism development specialist will be contracted to: support the determination of pricing structures for protected areas; design and support the piloting of a tourism/recreation concessioning process; and provide planning and technical support in the implementation a range of entry and other user fees.
6	Training and workshops needed under Output 1.2, item (iv) Implement a focused consultation and negotiation process with affected institutional stakeholders (e.g. entities in charge of agriculture, forestry, extractives industries oil, mining, energy, water, tourism, as well as provincial and governments and local consultation committees) to address any key issues and concerns, and agree on the boundaries, use zoning and regulations of the park.
7	Bulk costs of procuring at least 4 computers, 2 printers, 4 portable HDD, software licenses and 1 data projector for Office equipment for the Professional PA Expansion Team in MINAMB in Comp 1, plus other communication equipment as needed.
8	Various supplies, including fuel, stationary, etc. under this component.
9	Using UNDP's Micro Capital Grants mechanism, the GEF will finance the piloting of activities pertaining to the engagement of local NGOs and CBOs in PA proclamation consultations by engaging them on the basis of a proposal in response to a specific (SGP) call for proposals directed to national NGOs and CSOs for the purpose. This will involve the launching of a call for proposals, the training of NGOs/CBOs and grant-making. MINAMB will complement the grants, so that the scale of these activities responds to the needs of the entire PA expansion strategy. This will contribute to Output 1.2, Items related to the definition of

	boundaries, use zoning and regulations of the park: (iii) develop a public participation program with communities; (iv) implement consultation and negotiation process with affected community stakeholders; and if funds permit (v) engagement of communities in alternative livelihoods activities.
10	Costs of insurance, security services, bank transfers and exchange rate loss.
11	Service Provision Consultancy Contracts (*): Training - Specialised technical support and services (int/reg/nat) to the PA Management Teams Component 2, Outputs 2.1 through 2.3 in each National Park (QNP, CNP, BNP), contributing to: Strategic Intervention 1. [Establish, equip, train and resource park staff], items (iii) basic ranger / PA staff training, (iv) PA mgt staff training, and (vii) mentoring and exchange. (Approx. UDS 150K/park for budgeting purposes; to be allocated in an equitable manner according to needs); and if funds permit, activities in Maiombe.
12	Service Provision Consultancy Contracts (*): Mgt Planning - Specialised technical support and services (int/reg/nat) to the PA Management Teams Component 2, Outputs 2.1 through 2.3 in each National Park (QNP, CNP, BNP), contributing to: Strategic Intervention 3. [Develop a park knowledge and management planning system]: integrated management planning and related activities in items (i) through (iv). (Approx. \$250K /park for budgeting purposes; to be allocated in an equitable manner according to needs).
13	Service Provision Contracts (*): May includes both consultancies on community engagement and direct engagement of communities. Consultancies - Specialised technical support and services (int/reg/nat) to the PA Management Teams Component 2, Outputs 2.1 through 2.3 in each National Park (QNP, CNP, BNP), contributing to: Strategic Intervention 4 [Establish local stakeholder engagement capacity, and develop cooperative governance mechanisms]: Engagement of communities, related to items (i) through (xiii). (Approx. \$150K / park for budgeting purposes; to be allocated in an equitable manner according to needs).
14	Allocation for essential equipment and supplies in connection with Strategic Intervention 2 in Component 2, for the 3 national parks: [2. Renovate and construct basic accommodation, infrastructure and services for park management.]. The most essential vehicles and equipment will be financed from GEF. Other from co-financing. (1) Procurement of essential vehicles for the each of the national parks (Q, C and B): 4x4 vehicles, equipped with lockable tonneau covers, bullbar, winch, tow bar and spotlights; 4x4 5-ton flat-bed vehicles; and motor/quadbikes. (\$130/park). (2) Procuring and installing a heavy-duty bunded bulk diesel 5000l tank and two static bunded 500l diesel tanks for the each of the national parks (Q, C and B) (\$15K). (3) Water and sanitation equipment (\$80K). Allocations including some maintenance and operations costs.
15	Allocation for essential equipment and supplies in connection with Strategic Intervention 2 in Component 2, for the 3 national parks: [2. Renovate and construct basic accommodation, infrastructure and services for park management.]. Costs for procuring, installing and maintaining a 'turnkey' voice and data radio and satellite (\$180K/park, including some maintenance and operations costs). The most essential comms equipment will be financed from GEF. Other from co-financing.
16	Staff uniforms and safety equipment: Allocation for Equipment and vehicles in connection with Strategic Intervention 2 in Component 2, for the 3 national parks: [2. Renovate and construct basic accommodation, infrastructure and services for park management.].
17	Allocation for essential equipment and supplies in connection with Strategic Intervention 2 in Component 2, for the 3 national parks: [2. Renovate and construct basic accommodation, infrastructure and services for park management.]. Bulk costs of procuring at least 4 computers/park, 2 printers, 4 portable

	HDD, software licenses and 1 data projector for the each of the national parks (\$15K/park for Q, C and B + \$14K for the PMU). The most essential equipment will be financed from GEF. Other from co-financing.
18	Allocation for building, landscaping and maintenance of essential PA infrastructure, including staff accommodation quarters. Component 2, Strategic Intervention 1, for each of the 3 national parks: [2. Renovate and construct basic accommodation, infrastructure and services for park management.]. The most essential infrastructure will be financed from GEF (budgeted here in bulk as \$540K for all three parks, to be allocated in an equitable manner according to needs). Other from co-financing.
19	Estimated cost (funded by UNDP, without cost to the GEF) of Monitoring & Evaluation provided to the project by UNDP's Programme Specialist (P4 - 5 years). Refer to detailed ToR for the M&E function provided by the Programme Specialist to the project.
20	Mission of 1-2 international consultants to (1) assist the project with planning in its inception phase and (2) train key stakeholders in conservation planning and PA finance.
21	Mission of 1 international consultant to undertake a mid-term review and 1 to undertake terminal evaluation of the project.
22	Project posts: Proforma costs of the appointment of the Procurement and Finance Specialist (part time 50% for up 3.5 years GEF financed, in the first year shared with GEF Iona project) to contribute to the addressing the programme's needs for procurement. Refer to detailed ToR for the post.
23	Management related travel
24	Inception meeting: to (1) assist the project with planning in its inception phase and (2) train key stakeholders in conservation planning and PA finance.
25	Communication costs in general (cell phone contracts, internet, etc.).
26	Audit, advertisement, communication & outreach and translation services.

7. Co-financing

Co-financing	UNDP financing (USD million)		Government (USD million)		Partner agency (USD million)		Total (USD million)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	0.5	0.5					0.5	0.5
Loans / concessions								
In-kind support			15.0	3.5			15.0	3.5
Other			0.7	2.0			0.7	2.0
Total	0.5	0.5	16.2	5.5			16.2	6.0

8. Tracking tool

Objective 1: Catalysing Sustainability of Protected Area Systems
SECTION I
PROJECT: Expansion and Strengthening of Angola's Protected Area system (UNDP-GEF)
<p>Objective: To measure progress in achieving the impacts and outcomes established at the portfolio level under the biodiversity focal area.</p> <p>Rationale: Project data from the GEF-3, GEF-4, and GEF-5 project cohort will be aggregated for analysis of directional trends and patterns at a portfolio-wide level to inform the development of future GEF strategies and to report to GEF Council on portfolio-level performance in the biodiversity focal area.</p> <p>Structure of Tracking Tool: Each tracking tool requests background and coverage information on the project and specific information required to track portfolio level indicators in the GEF-3, GEF-4, and GEF-5 strategy.</p> <p>Guidance in Applying GEF Tracking Tools: GEF tracking tools are applied three times: at CEO endorsement, at project mid-term, and at project completion.</p> <p>Submission: The finalized tracking tool will be cleared by the GEF Agencies as being correctly completed.</p>

Baseline

I. General Data	Answer	Notes
Project Title	Expansion and Strengthening of Angola's Protected Area system	
GEF Project ID	4589	
Agency Project ID	4464	
Implementing Agency	UNDP	
Project Type	FSP	FSP or MSP
Country	Angola	
Region	AFR	
Date of submission of the tracking tool	10/12/2012	Month DD, YYYY (e.g., May 12, 2010)

Name of reviewers completing tracking tool and completion date	Brian J Huntley Jose Maria Kandungu Fernando Naufica Maria Loa Isabel Serrao Tamar Ron December 2012	Completion Date
Planned project duration	5,00	years
Actual project duration		years
Lead Project Executing Agency (ies)	Ministry of Environment (MINAMB) / National Institute of Biodiversity and Conservation Areas (INBC)	
Date of Council/CEO Approval	August 30, 2011	Month DD, YYYY (e.g., May 12, 2010)
GEF Grant (US\$)	5.800.000	
Cofinancing expected (US\$)	16.190.400	

II. Total Extent in hectares of protected areas targeted by the project by biome type	Answer	Approximate coverage to be revised during project inception
Please use the following biomes provided below and place the coverage data within these biomes		
Terrestrial (insert total hectares for terrestrial coverage and then provide coverage for each of the terrestrial biomes below)		
Total hectares	1.849.000	ha
Tropical and subtropical moist broadleaf forests (tropical and subtropical, humid)	-	ha
Tropical and subtropical dry broadleaf forests (tropical and subtropical, semi-humid)	1.103.000	ha
Tropical and subtropical coniferous forests (tropical and subtropical, semi-humid)	-	ha
Temperate broadleaf and mixed forests (temperate, humid)	-	ha
Temperate coniferous forests (temperate, humid to semi-humid)	-	ha
Boreal forests/taiga (subarctic, humid)	-	ha
Tropical and subtropical grasslands, savannas, and	700.000	ha

shrublands (tropical and subtropical, semi-arid)		
Temperate grasslands, savannas, and shrublands (temperate, semi-arid)	-	ha
Flooded grasslands and savannas (temperate to tropical, fresh or brackish water inundated)	40.000	ha
Mangroves	6.000	ha
Montane grasslands and shrublands (alpine or montane climate)	-	ha
Tundra (Arctic)	-	ha
Mediterranean forests, woodlands, and scrub or Sclerophyll forests (temperate warm, semi-humid to semi-arid with winter rainfall)	-	ha
Deserts and xeric shrublands (temperate to tropical, arid)	-	ha
Mangrove (subtropical and tropical, salt water inundated)	-	ha
Freshwater (insert total hectares for freshwater coverage and then provide coverage for each of the freshwater biomes below)		
Total hectares	0	ha
Large lakes	-	ha
Large river deltas	-	ha
Polar freshwaters	-	ha
Montane freshwaters	-	ha
Temperate coastal rivers	-	ha
Temperate floodplain rivers and wetlands	-	ha
Temperate upland rivers	-	ha
Tropical and subtropical coastal rivers	-	ha
Tropical and subtropical floodplain rivers and wetlands	-	ha
Tropical and subtropical upland rivers	-	ha
Xeric freshwaters and endorheic basins	-	ha
Oceanic islands	-	ha
Marine (insert total hectares for marine and then distinguish coverage between each of the following zones)		
Total hectares	0	ha

Coral reefs	-	ha
Estuaries	-	ha
Ocean (beyond EEZ)	-	ha

1. Protected Area		
Name of Protected Area	Quiçama	
Is this a new protected area?	0	Yes = 1, No = 0
Area in Hectares	996.000	ha, Please specify biome type: 8,598ha in "Tropical and subtropical grasslands, savannas, and shrublands (tropical and subtropical, semi-arid)" and 1,362ha in "Flooded grasslands and savannas (temperate to tropical, fresh or brackish water inundated)".
Global designation or priority lists	IBA	(E.g., Biosphere Reserve, World Heritage site, Ramsar site, WWF Global 2000, etc.)
Local Designation of Protected Area	National Park	(E.g, indigenous reserve, private reserve, etc.)
IUCN Category	2	<p>1: Strict Nature Reserve/Wilderness Area: managed mainly for science or wilderness protection</p> <p>2: National Park: managed mainly for ecosystem protection and recreation</p> <p>3: Natural Monument: managed mainly for conservation of specific natural features</p> <p>4: Habitat/Species Management Area: managed mainly for conservation through management intervention</p> <p>5: Protected Landscape/Seascape: managed mainly for landscape/seascape protection and recreation</p> <p>6: Managed Resource Protected Area: managed mainly for the sustainable use of natural ecosystems</p>

2. Protected Area		
Name of Protected Area	Cangandala	
Is this a new protected area?	0	Yes = 1, No = 0
Area in Hectares	63.000	ha. Please specify biome type: 630ha in "Tropical and subtropical grasslands,

		savannas, and shrublands (tropical and subtropical, semi-arid)"
Global designation or priority lists	IBA	(E.g., Biosphere Reserve, World Heritage site, Ramsar site, WWF Global 2000, etc.)
Local Designation of Protected Area	National Park	(E.g, indigenous reserve, private reserve, etc.)
IUCN Category	2	<p>1: Strict Nature Reserve/Wilderness Area: managed mainly for science or wilderness protection</p> <p>2: National Park: managed mainly for ecosystem protection and recreation</p> <p>3: Natural Monument: managed mainly for conservation of specific natural features</p> <p>4: Habitat/Species Management Area: managed mainly for conservation through management intervention</p> <p>5: Protected Landscape/Seascape: managed mainly for landscape/seascape protection and recreation</p> <p>6: Managed Resource Protected Area: managed mainly for the sustainable use of natural ecosystems</p>

3. Protected Area		
Name of Protected Area	Bicuar	
Is this a new protected area?	0	Yes = 1, No = 0
Area in Hectares	790.000	ha. Please specify biome type: 790.000ha in "Tropical and subtropical grasslands, savannas, and shrublands (tropical and subtropical, semi-arid)"
Global designation or priority lists	IBA	(E.g., Biosphere Reserve, World Heritage site, Ramsar site, WWF Global 2000, etc.)
Local Designation of Protected Area	National Park	(E.g, indigenous reserve, private reserve, etc.)

IUCN Category	2	1: Strict Nature Reserve/Wilderness Area: managed mainly for science or wilderness protection 2: National Park: managed mainly for ecosystem protection and recreation 3: Natural Monument: managed mainly for conservation of specific natural features 4: Habitat/Species Management Area: managed mainly for conservation through management intervention 5: Protected Landscape/Seascape: managed mainly for landscape/seascape protection and recreation 6: Managed Resource Protected Area: managed mainly for the sustainable use of natural ecosystems
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9. Terminal evaluation timeline

N	Activity														Deliverable
		A	September					October				TL	LE		
		1	2	4	5	6	8	9	10	11	12				
1	Inception														
1.1	Kick-off meeting											1	1		
1.2	Methodology elaboration											4	2		
1.3	Inception report presentation											1	1	Inception report	
2	Survey														
2.1	Interviews											9		Interview of 10 key informants	
2.2	Visit to PAs												18	Visit of 6 PAs sites	
2.3	Initial findings elaboration											2	2		
	Initial findings presentation											2	2	Initial findings (PP) presentation	
3	Synthesis														
3.1	Draft report elaboration											7	4	Draft report	
3.2	Tracking tool revision											1		Tracking tool revised	
3.3	Evaluation report finalization											2		Evaluation report	

3.4	Audit tool completion											1		Audit trail
Work days												30	30	

10. Field survey timeline

September	Activities				
	Cunaza Sul Province: Cumbira Forest				
12 Mon	Travel to Cumbira Forest	Meeting with Local Authorities			
13 Tue	Visit the proposed Conservation Area	Meeting with traditional Authorities	Meeting with other partners and local level	Visit local Communities in affected area	Debriefing
14 Wed	Travel to Huambo				
	Huambo province: Morro do Moco National Park				
15 Thu	Meeting with Local authorities	Meeting with Traditional Authorities	Meeting with Communities	Debriefing	
16 Fri	Meeting with provincial Authorities	Meeting with other identified Partners at Provincial level	Debriefing and preparation of field mission		
17 Sat	Travel to Malanje				
18 Sun					
	Malanje province: Cangandala National Park				
19 Mon	Meeting with Municipal Administration	Visit areas that were intervened by the project	Meeting with Park Administration	Debriefing and preparation of field mission	
20 Tue	Visit and talk to local communities and traditional authorities	Meeting with other stakeholders in Cangandala National Park	Meeting with Traditional Authorities	Meeting with Provincial authorities	Debriefing
	Travel to Serra do Pingano				
21 Wed	Meeting with Local authorities	Meeting with Traditional Authorities	Visit and Meeting with Communities	Debriefing	
22 Thu	Meeting with provincial Authorities	Meeting with other identified Partners at Provincial level	Debriefing and preparation of field mission to Serra do Pingano		
23 Fri	Travel to Luanda				
24 Sat					
25 Sun					

Luanda province: Quiçama National Park					
26 Mon	Travel to Quiçama	Meeting with Park Administrator	Visit areas that where intervened by the project	Debriefing with Project implementation and Park administration	
27 Tue	Meeting with Municipal Administration	Meeting with Rangers	Visit and talk to local communities and traditional authorities	Meeting with other stakeholders in Quiçama	Return to Luanda

11. Evaluation matrix

<i>Evaluation criteria</i>	<i>Key questions</i>	<i>Indicators</i>	<i>Sources of data</i>	<i>Methodology</i>
Relevance	1. Are the Angola institutional framework and regulations conducive to the wildlife conservation?		Policies, project documents	Documents review
Effectiveness	2. Are the assisted Protected areas (PA) preserving the main ecosystems and biodiversity of Angola?		Results framework, interview of beneficiaries, FGD	Documents review, survey
Efficiency	3. Does the PAs management ensure the contribution and benefits for their stakeholders?		Interviews of project partners	Documents review, survey
Sustainability	4. Are the PAs financially sustainable?		Visit to project sites, interviews of project partners	Survey
Gender equality and women's	5. Are the PAs exploiting the opportunities for synergies and collaborations with other initiatives?	Gender issue integration in MAB strategy and work plans	Project documents, visit to project	Survey

empowerment			sites, interviews and FGD	
Social and environmental safeguards?	6. How have environmental and social safeguard contributed to the welfare of the communities surrounding the protected areas?	Change in the environmental and social conditions of the beneficiary communities	Project documents, visit to project sites, interviews and FGD	Documents review, survey

12. Actions taken to comply with the Mid-term review recommendations

	<i>Mid-term review recommendation</i>	<i>Project response</i>
A	Component 1	
A1	Fast track priority actions to proclaim and secure new PAs in parallel to ongoing baseline studies	Hiring of three staff to strengthen the MINAMB capacities to expand the PA system
A2	Pursue Financial Sustainability Strategy as matter of priority.	Approval of the Financial sustainability strategy
A3	Promote and strengthen meaningful Community-engagement and benefits as part of a national strategy	Grant allocated to fund pilot community engagement in the conservation and sustainable use of the PA natural resources No national consultation events were organised involving representatives of local communities to discuss the PA national strategy
A4	Eden – reconsider ecologically sound repopulation of PAs	Inclusion of ecological repopulation as priority of the PA management plans No project resources were available to directly perform this task
B	Component 2	
B1	Quiçama	Project grant to fund communities income generating activities fostering their engagement to PA conservation
B2	Cangandala-Luando	Giant sable prioritised as critically endangered species. Monitoring of its consistency ongoing.

		Bee-keeping project ongoing with local communities replicating the Bicular one's experience
B3	Bicular	Grant allocated, bee-keeping project ongoing with local communities
B4	Maiombe	PA management plan validated. Lacking a business plan to appeal to investors
B5	Pilot investments generally	The three PA management plan have been approved by INBC. They lack business plans to appeal to investors.
C	Project implementation and adaptive management	
C1	Convene the project board	PSC membership established and meetings held since the Mid-term review
C2	Rethink approach to capacity strengthening support to INBAC	<p>1 No exchange of experience among partners meeting organised, that still follow their individual vision</p> <p>2 No revision of the project strategy</p> <p>3 Mixed project response to Mid-term review, having concentrated on the removal of barriers to its efficiency</p> <p>4 Frequent changes in MINAMB / INBC limited their leadership of the project implementation</p>
C3	Seek inspiration from south-south exchanges – i.e. Gorongosa National park, Mozambique: People and Parks; restoration and resilience	No exchanges of experiences with other initiatives
D	Sustainability	
D1	Need to focus a lot more strongly on managing project for sustainability	<p>Project sustainability linked to the strengthening of the MINAMB staff (component 1) and PA management plans approval (component 2).</p> <p>Discontinuity in institutions leadership is still a challenge to sustainability.</p>
E	Gender	
E1	Formalise Gender tracking and reporting	No revision of the project results frameworks whose indicator are minimally gender-disaggregated

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