



República de Angola

Ministério do Ambiente



*Empoderando vidas.
Fortalecendo nações.*

NATIONAL BIODIVERSITY PROJECT: CONSERVATION OF IONA NATIONAL PARK

Final Report to the European Union

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List of acronyms

CO	UNDP Country Office
CPAP	UNDP Country Programme Action Plan
EU	European Union
EUR	Euro
GEF	Global Environmental Facility
GIS	Geographical Information System
GoA	Government of Angola
HWC	Human-Wildlife Conflict
INBAC	<i>Instituto Nacional de Biodiversidade e Áreas de Conservação</i> (National Institute of Biodiversity and Protected Areas)
IP	Implementing Partner
METT	Management Efficiency Tracking Tool
MINAMB	<i>Ministério do Ambiente</i> (Ministry of Environment)
MINPLAN	<i>Ministério do Planeamento</i> (Ministry of Planning)
MTR	Mid-Term Review
NGO	Non-Governmental Organization
NIM	National Implementation Modality
PIR	Project Implementation Review (GEF report)
PPG	Project Preparation Grant
PRODOC	Project Document
UNDP	United Nations Development Programme
USD	United States Dollar

Project description

Title of the Action:	National Biodiversity Project: Conservation of Iona National Park
Implementing agency:	UNDP Country Office Angola
Executing agency:	Ministry of Environment (MINAMB)
Starting date:	07 Feb 2013
End date (with extension):	20 Apr 2018
Reporting period:	07/02/2013 – 20/04/2018

Brief Description and context: The Project, funded by the European Union and the Global Environment Facility (GEF-4) was designed as the first of two inter-related projects to rehabilitate, strengthen and expand Angola's system of protected areas. It focused at two levels: At a national level, the project aimed at strengthening the *Instituto Nacional de Biodiversidade e Áreas de Conservação* (INBAC). At a local level, it aimed at rehabilitating and improving the management of Iona National Park in Namibe Province (15,150 km²). The project was initially identified by the Government of Angola in collaboration with the World Bank and the concept note (PIF) was submitted to the GEF which approved it in June 2010. A change in the World Bank's country strategy led to the PIF being formally transferred to UNDP in June 2011. The full proposal (PRODOC) was approved by the GEF in March 2012 (CEO Endorsement) with a GEF contribution of US\$ 2 million and was signed by the Minister of the Environment and UNDP on 7 February 2013, which marks the official starting date of the project. Parallel negotiations with the European Union about co-financing the project led to the signing of a Financing Agreement over € 3.9 million between the EU and the Ministry of Planning on 7 February 2013 and the corresponding agreement between the EU and UNDP being signed in May 2013, with a retroactive starting date of 7 February 2013. The Inception workshop was held in June 2013. The project was initially of 4 years duration but was extended until 20 April 2018 by both GEF and EU. A second, related project funded under GEF-5 is currently under implementation by the Government of Angola and UNDP whose objectives are 1) the strategic expansion of Angola's protected areas system, and 2) the rehabilitation and strengthening of Quiçama, Cangandala, Bicular and Maiombe National Parks (implementation period 2016-21). Relevant to the longer-term context of the project is also the recent approval under GEF-6 of a project to create a marine protected area adjacent to the coast line of Iona National Park (implementation period 2019-22).

Project Objective: Catalyze an improvement in the overall management of Angola's protected areas network through rehabilitating Iona National Park and strengthening the institutional capacity of the Ministry of Environment / National Institute of Biodiversity and Protected Areas (INBAC) to manage Angola's protected areas network.

Outcome 1: Rehabilitation of Iona National Park

Outcome 2: Strengthening institutional capacity to manage the protected areas network.

Project resources as budgeted (PRODOC)¹:

[A] Total resources allocated	US\$ 8,405,000
• UNDP	US\$ 1,140,000
• GEF	US\$ 2,000,000
• EU	US\$ 5,265,000 ²
[B] Total resources allocated to related UNDP PRODOCs	US\$ 300,000
[C] Other (partner managed resources)	
• Government	US\$ 2,000,000
Total project funds [A+B+C]	US\$ 10,705,000

¹ For real expenses see final Financial Report (submitted separately)

² The contracted amount was € 3.900.000, which, at the time of signature (February 2013), was equivalent to US\$ 5,265,000 (exchange rate 1.35). The effective value in US\$ decreased to US\$ 4,474,423 during the project implementation through a progressive appreciation of the US dollar relative to the Euro (weighted average 1.147).

Executive summary and context of the action

This report summarizes the activities and achievements of the “National Biodiversity Project: Conservation of Iona National Park”. The project was implemented by UNDP under National Implementation Modality (NIM), with the Ministry of Environment (MINAMB) as executing agency (or implementing partner). The modality of the implementation is in line with the Standard Basic Assistance Agreement between UNDP and the Government of Angola of 18th February 1977 and the UNDP Country Programme Action Plan (CPAP) 2009-2013 of 14th May 2009.

As outlined in the Project Document (PRODOC)³, Angola’s protected area system was created during the colonial era (i.e. prior to 1975). Due to prolonged periods of instability in the country (1975-2002), many of the protected areas were almost completely abandoned, without adequate funding, equipment or staff. Although efforts have been made in recent years by the Government of Angola to rehabilitate and staff its protected areas, the country’s protected areas system is still served by a weak administrative system, with very limited resources. The situation is worsened by the current financial crisis of the country. The rehabilitation of the existing network of protected areas is important for the effective conservation of Angola’s globally significant biodiversity and is also a strategic intervention from the point of view of the development of a nature-based tourism sector.

In this context, the project intended to catalyze an improvement in the overall management of the protected areas network through rehabilitating Iona National Park and reinforcing the structure and strategy of the National Institute of Biodiversity and Protected Areas (INBAC). The project’s interventions were divided into two outcomes:

- Outcome 1: Rehabilitation of Iona National Park;
- Outcome 2: Strengthening institutional capacity to manage the protected areas network.

At a local level (Outcome 1), the project assisted the national government in rehabilitating what was the largest National Park in Angola at the time of project formulation, Iona National Park of 15 150 square kilometers. At the national level (Outcome 2), the project supported the Angolan Government by strengthening the *Instituto Nacional de Biodiversidade e Áreas de Conservação* (INBAC) under the Ministry of the Environment (MINAMB).

This report first presents the achievements under the two outcomes by output and activity as listed in the PRODOC. It then summarizes key aspects of project management.

Under Outcome 1: “Rehabilitation of Iona National Park”, key achievements of the project include the construction or rehabilitation of the park infrastructure, including the headquarters at Espinheira, ranger posts at Ponta Albina, Salondjamba and Pediva, entrance gates at Salondjamba and Pediva, a basic tourism infrastructure consisting of four camp sites co-managed with local communities, and water supply points for communities and their livestock (2) and wildlife (3) within their respective zones

³ Following the standard terminology of UNDP and the GEF, the term “PRODOC” is used in this report as a synonym of “Description of the Action”.

of the park. The project also set up a radio system, provided vehicles and contracted, trained and equipped the park staff consisting of an administrator and 20 rangers, supported by an international park advisor. Park administrator and rangers were included in the government payroll at the end of the project. An aerial survey of wildlife and livestock in the park was completed in 2017, the first since 2003, and a study of the communities living in the park was carried out. A management plan of the park was drafted, including a zoning plan with proposed uses and use restrictions per zone which now awaits full implementation. The park management benefited from a visit to Namibia to learn from the advances in engaging communities in conservation in that country and to establish a basis for transboundary collaboration to be taken forward once the transboundary agreement with Namibia's Skeleton Coast National Park has been signed by the two governments. While the project and park management benefited from interest and support of the provincial and municipal governments, engagement of the communities living in the park was only incipient. On the other hand, the project succeeded in engaging the local tourism sector in the project activities and there is reason to believe that the initiated community-based tourism approach will be taken forward by private tour operators after the project has ended. An advertisement campaign for Iona National Park was run during the last six months of the project with billboards exposed in Luanda, Namibe and Lubango, and a short movie about the park was produced to be used by the Ministry to increase awareness for the park.

Under Outcome 2: "Strengthening institutional capacity to manage the protected areas system", the key achievement of the project was the drafting of the "Strategic plan for the protected areas system" including its public presentation and approval by the MINAMB. This plan is intended as a strategic document to guide INBAC's development and activities for the next years. The project also contracted aerial fauna surveys of Luengue-Luiana, Mavinga and Cameia National Parks, with a final report received for the former two National parks suggesting a critical situation with regard to wildlife (including elephant) conservation. The report on the first ever faunal survey of Cameia National Park is under completion. Also commissioned and received was a terrestrial survey based on interviews of key species (apes, elephants) in Maiombe National Park which highlights local hotspots of fauna presence and threats to the fauna. The project also contracted the drafting of management plans for Luengue-Luiana, Mavinga, Mupa, Cameia and Maiombe National Parks and Luando Strict Reserve but these had not been received by project closure.

Results by Outcomes, Outputs and Activities⁴

Outcome 1: Rehabilitation of Iona National Park

Work under this outcome focused on the staffing, infrastructure, administration and planning for the management of Iona National Park.

Output 1.1: Appoint, train, equip and deploy park staff

This output focused on supporting the appointment, training, equipping and deployment of park staff.

Activities to be undertaken for this output according to the PRODOC:

- (i) *Advertising, selecting and appointing a park manager to lead and mentor the park team.*
- (ii) *Supporting the preparation of job descriptions, and detailed terms of reference, for each of the park staff positions.*
- (iii) *In liaison with the Ministry of National Defense (MINDEN), supporting the selection of prospective military ex-combatants for appointment as park staff.*
- (iv) *Supporting the advertising, selection and appointment of the remaining park staff positions (i.e. those posts not taken up by military ex-combatants).*

The project supported the hiring of the park staff consisting of a National Park Administrator and 20 park rangers (21 during the final months of the project). The park rangers were labeled “community agents” during the initial phase of the project for administrative reasons. The national park staff was supported by an International Park Manager. All park staff (national and international) were paid by the project until the last month of the project, from when on the national staff was paid by government funds. Some rangers were ex-military and some were from the local communities. The inclusion of local community members in the ranger team was advantageous since they spoke the local language and could communicate with local community members who often do not speak Portuguese. Two of the rangers were female (when a female ranger resigned in 2017, she was replaced by another female candidate from the local community). The initial project design (PRODOC) had only foreseen the hiring of a total of 12 staff for the park with a more specialized division of tasks (1 park manager, 1 senior conservator, 1 senior ranger, 3 rangers, 1 mechanic, 2 gate guards, 1 administrative assistant, 2 general assistants) but during the inception workshop in 2013 it was decided to increase the number of rangers given the availability of funds (because the hiring process started with some delay) and the size of the park area. Also, the project opted for hiring under a single general category of ranger (initially called community agent for administrative reasons) with subsequent assignment of more specialized tasks (e.g. rangers worked as driver/mechanic, guard at the entrance gates, radio operator, etc.) rather than including the specific task in their position description. While key UNDP project staff (chief technical advisor, M&E expert, see Project Management section) took up their activity in September 2012 (i.e. before the official start of the project in February 2013) and the international park manager started

⁴ Activities described are for the entire project, independently of the source of funding.

working in September 2013, the national park staff was only hired and deployed in the park in August 2014 owing to administrative delays in the selection and recruiting. This caused some delay in the initiation of on-the-ground activities.

- (v) *Implementing a pre-field deployment orientation and up-skilling short-course training program (over a period of ~ 3-6 months) for newly appointed park staff.*
- (vi) *Procuring all staff uniforms and staff safety and camping equipment (as required), including: protective clothing; tents; sleeping bags; backpacks; water bottles; first aid supplies; GPS; utensils and torches.*

The park rangers underwent a one-month training course covering communications, first aid, tropical diseases, basic health, biodiversity, park protection, patrol, etc. totalizing 250 hours of theoretical and practical sessions during November-December 2014. The training was provided by the company Milicia and was held at the park headquarters at Espinheira. During the training, the rangers also received their initial set of personal equipment and supplies such as uniforms, boots and field supplies which were complemented during the project as needed (e.g. binoculars purchased in 2016). Instructions in weapons and shooting were provided by the National Police. Following the initial training, supervision and training was provided by the International Park Manager and National Park Administrator. While the National Park Administrator directed and supervised the park staff in their day to day activities during the project, staying in contact with them where necessary via radio, the International Park Manager focused on conducting monitoring activities together with park rangers and, towards the end of the project, focused increasingly on the development of the tourism program where park rangers with knowledge of the local languages also played a role as interface with the communities and traditional authorities. To complement this “on the job” training of the rangers, the contracting of a ranger training course was discussed with Southern African Wildlife College, Hoedspruit, South Africa, but was delayed by logistical and administrative reasons and had not taken place by the end of the project (see also Output 1.4).

- (vii) *Sourcing park vehicles, including: four 4x4 diesel pickup trucks (single or double cabine) equipped with lockable tonneau covers, bedbar, bullbar, winch, tow bar and spotlights; one 4x4 5-ton flatbed truck; and 2 motor/quad bikes.*

A truck (Renault 4x4 5 ton), four vehicles (Toyota Landcruiser 4x4) and two quad bikes were purchased in 2013-4 and deployed in the park. Four motorcycles (Honda) were purchased and delivered to the park administration in December 2016. In addition, two vehicles (Toyota Hilux and Landcruiser) were purchased for use by the project in Luanda. All vehicles received appropriate and regular maintenance and were fully functional at the end of the project.

- (viii) *Liaising with the Namibian Directorate of Parks and Wildlife Management (DPWM) in the Ministry of Tourism (MET) to formalize and implement a program of staff exchange, mentoring, training, technical and professional assistance in the ongoing rehabilitation of Iona National Park.*

A project team led by then National Director of Biodiversity (now Secretary of State), Joaquim Manuel, visited Namibia to discuss community participation and benefit sharing mechanisms in protected areas of that country in late 2016. Following the suggestion of the Namibian hosts, the visit focused on Bwabwata National Park which has communities living inside the park and in its direct surroundings (whereas Skeleton Coast National Park which directly faces Iona National Park has no communities living inside its boundaries). The visit was successful in providing the members of the Angolan delegation with opportunities of direct interaction with community representatives and government officials involved in the management of the Namibian park system. The Angolan delegation learned that the Namibian policies of engaging communities in conservation were developed in the early 1990s at a time when wildlife was strongly depleted while communities had no stake in its conservation (a situation now found in much of Angola). Meetings with community members with discussion of the financial and non-financial benefits they received from co-management arrangements were highly informative. The participation of the local communities in the annual game counts through terrestrial surveys, complemented by aerial surveys every few years, was also highly instructive, considering that quantitative data on wildlife populations in Angola are still scarce. Texts of the main policies and methodologies for community organization and participation in conservation areas were shared with the Angolan delegation. The visit helped to increase government buy-in for the community-based tourism strategy that the project then piloted in Iona National Park in 2017 (see below). The possibility of organizing a staff exchange between the two countries was discussed with the Namibian counterparts during a meeting at the headquarters of Bwabwata National Park, but was considered too complicated by both delegations, although this position could be revisited at future opportunities. The visit also provided an opportunity to discuss joint management activities and exchanges to take place once the bilateral agreement to create the Iona-Skeleton Coast Transfrontier Park (under negotiation since 2004) has been signed. This signature (at Minister level) took finally place in May 2018, shortly after the end of the project, and discussions between the two Governments about the concrete implementation of transboundary activities are underway.

Output 1.2: Establish key park infrastructure, equipment and services

Work under this output focused on renovating and constructing key park infrastructure; installing basic utilities for park accommodation and administration facilities; and procuring and installing critical park management equipment.

Activities to be undertaken for this output according to the PRODOC:

- (i) *Securing the services of an architectural/civil engineering firm to act as a project coordinator for this activity in the design of the works, preparation of specifications, production of construction drawings, preparation of EIAs, administration of contracts, tendering of works and management of works from inception to completion for infrastructure activities.*

The rehabilitation and construction of park infrastructure was one of the main components of the project. It started in 2013 with certain activities continuing to the very end of the project. The initial focus was on park headquarters at Espinheira and the two posts at Salondjamba and Pediva. At

Espinheira, the existing but deteriorated buildings consisting of three houses made of pre-fabricated elements and two small bungalows were rehabilitated. The houses served as lodgings for the international park manager, the national park administrator, and one for visitors (with rooms in the international manager's and administrator's houses often also made available to visitors when needed), while the two bungalows were used by rangers posted at headquarters and occasionally by visitors. A well was supplied with a solar pump so that water was available for the buildings and a small vegetable garden for the staff. Energy was initially provided by an old diesel generator which was considered a risk factor. Only in 2017 was a solar energy system installed to supply the station with the generator only serving for back-up. The year 2017 also saw the construction of an office building at the headquarters, including meeting room and radio station. The contracting of the office building had been delayed by discussions about a possible relocation of park headquarters which were terminated at the Steering Committee meeting in August 2016 with the decision for headquarters to remain at Espinheira. A dedicated, well aerated and fenced space was built for the safe storage of fuel (see activity ii). Remains of some former buildings were either removed (e.g. walls of a former generator building) or were rehabilitated (two storage rooms). A drinking point for wildlife in sight of the headquarters that, owing to its unsuitable construction, had led to accidents with wildlife was replaced by a safer design. For conducting the aerial survey (discussed below), an existing landing strip for small airplanes close to the station was cleared of vegetation and the limits marked clearly with white painted stones. The project also installed a radio station and internet (see below). By the end of the project, the headquarters were fully operational and in a good condition for hosting park staff and receiving visitors.

The two ranger points and park entrances at Salondjamba and Pediva also saw their existing structures rehabilitated and new infrastructure built. At Salondjamba, two existing buildings were rehabilitated and a new building for visitors built. Furthermore, a park entrance gate was constructed. The buildings were supplied with solar energy which also supplies a radio station. Attempts to build a water supply were initially unsuccessful since the water encountered under the bed of the Curoca River in the proximity of the station turned out to be too salty for human use. An alternative water access at several hundred meter distance from the post was only developed and connected to the station in early 2018 but was functional by the end of the project. It ensured the provision of water for washing and cooking to the ranger post, while drinking water will need to be supplied from elsewhere due to the still relatively high salt content of the local ground water. Considerations for building a bridge over the Curoca River, or at least an elevated concrete passage through the river bed, to ensure access to the park at high water levels, were discontinued by decision of the Steering Committee in August 2016 when no viable solutions within the budget of the project had been forthcoming. High water levels of the Curoca can make the park inaccessible via Salondjamba during several weeks per year, especially in the months of February and March.

At the ranger post of Pediva, the project rehabilitated the guard house and installed solar energy, a radio station and running water from a nearby well. The ground water was of sufficient quality. The project also built a park entrance gate. All works were concluded by the end of the project making the two posts, which are the two main entrance points to Espinheira, Iona community and the central parts of the park, fully functional.

An additional ranger post was built at Ponta Albina⁵, currently the busiest entry point to the park for visitors leading to the coastal parts of the park. Ponta Albina is located south of Tombwa on the exceedingly windy coastal plane. Prior to constructing the new building, the rangers lived in tents under precarious and rather unhealthy conditions. The new guard building was supplied with solar energy and a large water tank that is periodically filled with water from a truck. The construction of a water pipe to Tombwa was considered but found too expensive. A radio station was installed. The construction of a further ranger post along the Helola/Otchifengo road where visitors to the park from Cunene Province would come through was also considered by the project. However, the local soba and community were critical about this, probably fearing greater interference of park staff in their affairs. Moreover, the most suitable location of a guard post might be outside the park boundaries for best coverage of the main access roads and would require negotiations with the local government. The project concluded that more discussion was needed before the construction of a guard post on that side of the park should be pursued.

In June 2017, the project contracted a company for the construction of up to four water access sites in peripheral parts of the park (Helola, Ovipaca, Otchifengo and Monte Negro) with the intention of reducing the pressure from a growing population and especially their livestock in the central parts of the park. Of these, only two sites were constructed (Ovipaca, Otchifengo) because of the afore-mentioned resistance of the soba and community in Helola to increased administrative presence from the park (raising the risk of park infrastructure being misused or vandalized as happens commonly in the region) and the fact that a suitable location in Monte Negro could only be found outside the park boundaries making it ineligible for project funding. Moreover, the government program “Water for All” had recently built several water access points for communities and livestock in and around the park, making the water situation less critical. Construction of the water points at Ovipaca and Otchifengo was initiated in early 2018, and wells producing water of sufficient quality had been drilled in both locations by the end of the project. The final installations were delayed by inaccessibility of the park owing to the unusually high water level of the Curoca in March-April and had to be finished after the closure of the project with non-project resources.

The Government’s “Water for All” program also drilled by mistake two water points in the wildlife zone of the park (one near the road from Salondjamba to Espinheira and the other between Espinheira and Iona Community) where livestock is not permitted under the park’s zoning plan. After intervention of the park administration with the provincial and municipal governments, these water points were handed over to the park and were converted into water points for wildlife and potential wildlife viewing sites for tourists. The construction of artificial drinking points for wildlife (to complement the few natural springs in the park) had been considered by the project for some time but there were no dedicated project funds for the drilling of wells. While the most common species in the park (oryx, springbok) cover their water requirements mostly through their food, species such as zebra need to drink at regular intervals and are therefore increasingly confined to the proximity of the few natural springs, given that the increasing presence of humans and livestock prevents them from approaching

⁵ With permission of the European Union, funds from the bridge at Salondjamba were re-allocated for the construction of this ranger post (approved extension request of January 2017).

the permanent rivers Curoca and Cunene. In a highly variable climate with patchy pasture resources, this spatial restriction makes such species vulnerable and there had been concern about the long-term survival especially of the park's mountain zebra population. It is now hoped that the additional water points, one of which lies in an area frequented by zebras, will be accepted by the more vulnerable wildlife species and help buffer their populations against future climate shocks. In addition, these drinking points may in the future become additional tourist attractions where rare and attractive species such as zebra can be more easily viewed than is normally the case in the park. Obviously, these drinking sites need frequent observation by the park rangers to avoid their use by poachers to ambush wildlife.

- (ii) *Procuring and installing a high capacity heavy-duty bunded bulk diesel (>5000 l) steel tank, with a fuel management system, at Salondjamba and static bunded galvanised steel diesel tanks (>500 l) at Espinheira and Iona.*

An elevated concrete platform for the placement of fuel tanks with suitable protection through fencing was built in Espinheira (see above). The plan to procure a large metal fuel tank was not pursued because metal corrodes in the salty atmosphere of the park and a large plastic tank was considered less practical and less safe than a set of the 100 l plastic barrels that are commonly used for transporting and storing fuel in the region and can be easily replaced when needed. The project decided not to build specific tanks in Salondjamba and Pediva, where the amounts of fuel needed are relatively small and can more easily be supplied by filling the tanks of the project vehicles when they travel to Tombwa or Namibe.

- (iii) *Developing, procuring and maintaining a 'turnkey' voice and data radio and satellite communication system for the park (e.g. TETRA private mobile radio system; PMR trunking using MPT 1327; broadband VSAT or BGA + satphones; UHF two-way radio + broadband VSAT/BGA).*
- (iv) *Procuring and installing 4 computers, and linked peripherals (e.g. printer, external HDD) as required.*

The project contracted the installation of a two-way radio system in September 2014, and most of the installation was made in 2015. The intended installation of a radio antenna on top of the telecommunications tower in Tombwa was not possible because by the end of the project the necessary permission from the Ministry of Telecommunications had not been obtained. However, an assessment of the radio system in late 2017 showed that this was not critical since the antennas already in place on the higher elevations in the park provided sufficient range in the dry park atmosphere and allowed communication between Tombwa, the park headquarters (Espinheira), the ranger posts (Salondjamba, Pediva, Ponta Albina) and the vehicles circulating in most of the park. (Some locations are in a "radio shadow" as is normal in mountainous landscapes.) As mentioned earlier, the park headquarters also has internet access, which works reasonably well and permits communication by email and Whatsapp, as well as satellite phones which are now mostly kept for emergency situations. The park headquarters at Espinheira was also supplied with computers, printers and other peripherals to make it fully functional as administrative center of the park.

Output 1.3: Develop an integrated park management plan

Work under this output is focused on the preparation of an integrated park management plan for Iona National Park.

Activities according to the PRODOC included:

- (i) *Implementing survey/mapping work*
- (ii) *Collating all park information (electronic and/or hard copy data, reports, maps, images, etc.) into a park State of Knowledge Report.*
- (iii) *Preparing a comprehensive medium-term (5 years) strategic management plan (SP) for the park. The SP may include: management objectives framework (e.g. vision, goals, objectives for key result areas); use zoning framework (e.g. grazing/browsing zone, wilderness zone, low intensity use zone, etc.); strategic implementation framework (e.g. strategic actions with priorities, responsibilities and deliverables/indicators); institutional framework (e.g. staff organogram, roles and responsibilities of staff; cooperative governance arrangements); and a monitoring and evaluation framework.*
- (iv) *Preparing the requisite subsidiary plans for the park, including subsidiary plans for: game management and reintroductions; livestock management; water supply management; and tourism and recreational development.*
- (v) *Supporting the process of preparing a detailed Annual Plan of Operation (AOP), and associated budget, for the park that operationalizes and costs the implementation of the park SP and subsidiary plans for the fiscal year.*
- (vi) *Facilitating a review and evaluation of park performance in implementing the AOP. Where targets are not being met, seeking to understand why, and initiating appropriate responses. As part of this review and evaluation process, assessing the effectiveness of management actions, new knowledge and technology, changing conditions, and any previously unforeseen circumstances.*

The management plan of the park was contracted in September 2014 and completed in September 2016 and was subsequently accepted by the Ministry. It had undergone successive iterations in a process that should have been more participatory and should have more involved the park staff and INBAC. Only in the last revision of the plan did the International Park Manager contribute significantly and directly through drafting the section on the zoning of the park (arguably one of the most important sections of the plan). It was also unfortunate that by the time the management plan was completed, the study of the communities in the park (discussed further below) had not been completed, although much of the information from that study was already available to inform the zoning plan (the International Park Manager was also strongly engaged in the community study and was therefore aware of its main results before the study was completed). Furthermore, the aerial survey of the fauna of the park was only completed in 2017 and therefore its insights were not available to the authors of the management plan. Despite these shortcomings, the management plan does provide some important guidance for the management of the park, notably its proposed zoning where several wildlife zones and a community zone are distinguished (see Figure 1). A key task of the current and future administrations of the park

will now be to implement this zoning plan and other elements of the plan. Considering that a significant part of the infrastructure of the park, including the camp sites, has been finalized after the plan was concluded, and that neither the community-based tourism strategy nor the aerial survey were available to the authors of the management plan, a revision of the plan will be needed before long. The recent signature of the Iona-Skeleton Coast Transboundary agreement creates an additional for this revision with inclusion of transboundary activities once these have been agreed between the two countries.

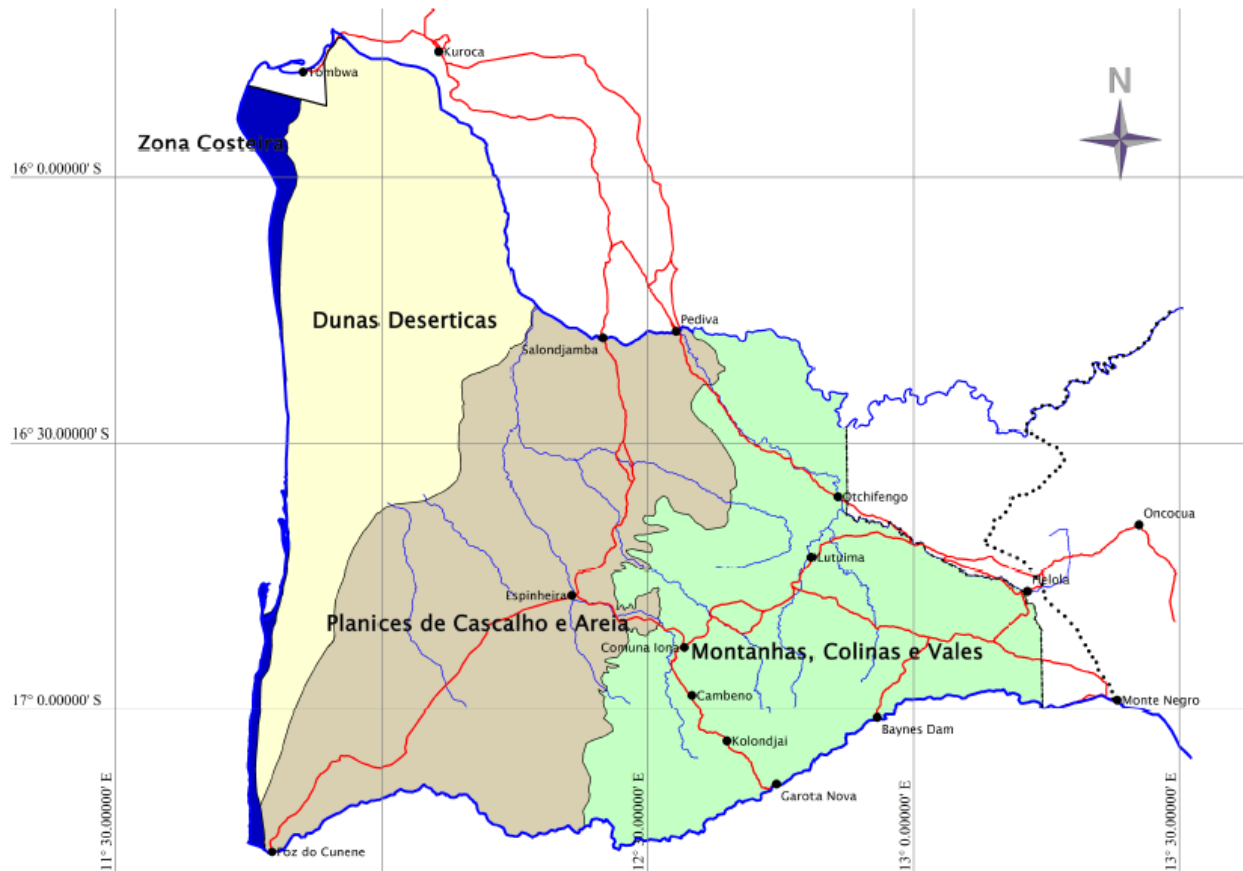


Figure 1: Zoning plan of Iona National Park (from park management plan)

To communicate the main elements of the management plan (especially the zoning and their implications for where livestock grazing is or is not permitted under the management plan) to the communities in the park and obtain their feedback, the project contracted the Namibe based NGO “Liga 4 de Abril” to hold a series of meetings with the communities where a range of communication tools would be used including theatre and visual tools considering that many park inhabitants are not literate and do not always understand Portuguese. The project contacted some other NGOs to have a greater range of candidates to choose from but could not find any viable alternatives. At the time of contracting, “Liga 4 de Abril” claimed to have access to staff speaking the major local languages. The project committed to providing transport for the NGO team and hired an additional ranger so that one of the existing rangers with good ability to communicate in the local languages could accompany the NGO team and help organize the meetings with the communities. Although the NGO did visit the park and

contacted communities and their leaders throughout the community zone, the actual roll-out of the community meetings had not taken place by the end of the project when it also became clear that the right communications staff was no longer available to the NGO. By the time the NGO admitted its inability to fully implement their contract, it was too late to consider alternative solutions before the end of the project.

For the aerial wildlife survey of Iona National Park, the project retained the Namibian company Bushskies which uses an innovative methodology of high-resolution photos that are quantitatively analyzed and remain available for future use. The survey was carried out in late 2016 and the report was presented to the project in the first half of 2017. In August 2017, a representative of Bushskies came to Luanda to discuss the survey methodology and results, including the unexpectedly low numbers of wildlife and especially the surprisingly low numbers of livestock (Table 1). While it is likely that the number of livestock in the tree covered mountain landscape of the community zone has been underestimated, a serious underestimation of wildlife densities in the vast open plains of the wildlife zone seems less likely, especially for larger species such as oryx. While wildlife estimates from the 2016/17 survey were mostly lower than those from the 2003 survey, the differences were never statistically significant and there were differences in methodology (human observer on airplane in 2003 vs. photos in 2017) and area coverage (the 2003 survey covered a smaller area than the 2017 survey). Therefore, the conclusion from the survey is that the wildlife densities found by the two surveys were roughly similar. Considering that they were made 13 years apart, the numbers may indicate “normal” densities for this extremely dry and variable environment. The findings of the survey were somewhat unexpected since from visual observations in the park it is clear that species such as oryx and springbok are reproducing well and park rangers are of the opinion that wildlife populations have been increasing since the beginning of the project in 2013. Poaching was considered a significant source of wildlife mortality at the beginning of the project but reported incidents are rare now. Predators are still rare in the park and were not captured by (or not detected on) the aerial photographs, although park staff occasionally see cheetahs which are among the fauna species of greatest conservation interest in the park. In fact, the establishment of a cheetah population in the park can be seen as one of the conservation successes of the project. Crocodiles are present in the Cunene River and can be seen in the proximity of the camp site built by the project at the river margin where they serve as a tourist attraction (see Outcome 1.4). It is clear that much more research and systematic monitoring of key sections of the park will be needed to obtain a better understanding of the spatial and temporal dynamics of the wildlife densities and movements and provide concrete guidance for park management.

Table 1: Estimated populations, numbers seen and 95% confidence ranges of wildlife, domestic stock and human infrastructure during the 2003 and 2016/17 surveys of Iona National Park. In the percent change column, red numbers indicate decreases and black numbers indicate increases in average numbers between surveys (from Bushskies survey report).

Species	2003 aerial survey			2016/17 aerial photographic survey			Percent change*
	Number seen	Population estimate	95% range	Number seen	Population estimate	95% range	
Oryx	255	1,631	734-2,528	358	951	724-1,211	58%
Springbok	586	2,388	1,062-3,714	627	1,894	1,206-2,503	21%
Hartmann's Zebra	48	263	48-505	147	434	250-618	65%
Ostrich	86	398	111-685	137	379	232-503	5%
Total wildlife	975	4,680		1,269	3,658		22%
Cattle	5,093	13,962	5,827-22,097	502	1,009	807-1,262	93%
Donkey	69	322	69-794	59	82	-	75%
Goats/sheep	10,430	27,502	12,064-42,940	3,386	7,482	5,674-9,742	73%
Total livestock	15,592	41,786		3,947	8,573		91%
Homesteads	254	629	511-747	440	929	726-1,203	48%
Livestock kraals	-	-	-	1,114	2,630	2,125-3,359	-
Crop fields	-	-	-	72	98	72-126	-

Output 1.4: Build community and local government support for, and participation in, the conservation of the park

Work under this output focused on initiating a long-term process of working with the communities living in the park and with local government, in order to collaboratively seek solutions for improving the balance between livelihoods, public services and cultural needs of communities and the conservation needs of the park.

Activities under this output:

- (i) *Mapping and profiling the people currently living in (and immediately adjacent to) the park within the Angolan territory.*
- (ii) *Identifying the current governance structures and their functioning (i.e. assessing the power relationships of the various interest groups to determine patterns of resource use) in the local communities living in the park.*
- (iii) *Surveying the numbers, spatial/temporal distribution and ownership of all livestock (cattle, goats, sheep) living in and/or using the park for grazing/browsing.*
- (iv) *Qualifying and quantifying the extent and impacts of livestock on park species, habitats and ecosystem functioning.*

The project commissioned a study of the communities living in the park to an Angolan company which finalized the study in 2016. As part of this study, an extensive field survey was carried out in the park with strong involvement and support of the park management and staff, conducting 358 interviews with park inhabitants living in all parts of the community zone (including areas of very difficult access). The survey estimated the human population of the park at 3 385 individuals, which, after correcting for a difference in area coverage, suggested a 10% increase over the 2014 Government census, probably to be explained by natural growth and immigration. The population estimates are far higher than estimates made in the 1960s and 1970s, when only a few hundred people lived within the park boundaries, reflecting increasing pressure on the natural resources of the park. The 2016 survey showed that 85% of the families living in the park have livestock as their principal occupation, with another 10% practicing agriculture, 2% being traders, and 3% engaged in other activities including administration. A striking result of the survey was that only 9% of the population of the park had had any contact with the public school system. This contrasted with 62% of respondents considering education “very important”, highlighting an unsatisfied demand for education that could also be used as a pathway for environmental education about the park and its management plan. From the point of view of pressures on the ecosystem of the park, the number of cattle and small livestock is presumably more important than the number of human inhabitants and was estimated at around 15 000 cattle and 40 000 small livestock (goats and sheep). These numbers may not be fully accurate since they were obtained through interviews and respondents may not have always been honest about their actual possessions. The study showed a pronounced expansion of livestock presence westward within the park compared to the 1970s, especially along the Cunene and Curoca Rivers, but also in the arid plains around Espinheira. Livestock distribution is highly dynamic and encroachment into the arid plains (where wells are dug by hand by the pastoralists for their cattle) is most pronounced in dry years when pasture resources in the mountains of the community zone are exhausted. This periodic expansion into the dry plains where pasture is extremely limited and the mortality of cattle and small livestock in drought years are indicators that the carrying capacity of the community zone for livestock has been exceeded. The increased livestock populations in the park were identified as the most serious pressure on the park. In view of the ethnic groups with their still comparatively well preserved traditional culture in the park (mostly Himba and Mucubal, distinguishable from their clothing and hair style), the study identified cultural tourism (in addition to wildlife tourism) as a potential attraction of the park. This suggestion was then taken up by the project through the location of three of the camp sites for community-based tourism within the community zone, with the fourth camp site being located on the Cunene River in an area that also has local communities (see below).

- (v) *Developing appropriate attitudes of park staff towards local people, replacing the traditional ‘police’ role with a more cooperative and collaborative role.*
- (vi) *Initiating genuine and open dialogue with the community and community representatives (i.e. sobas and municipal administrators) to reduce stereotypes, increase understanding and arrive at mutually acceptable ways forward.*

After the initial training of the park rangers in 2014, discussed above, no further formal training activities were implemented by the project. A 6-weeks ranger training course for the park staff covering also

topics such as how to interact with communities and tourists was discussed with the Southern African Wildlife College (SAWC) in mid-2016 and again in 2017, but was not implemented for several reasons. These included that the Ministry of the Environment preferred the training to take place at the ranger school in Menongue which in 2016 was not ready to receive students, while the long absence of a large contingent of rangers (and possibly the administrator) from Iona park would have delayed many other activities in the park at a time when the extension of the project beyond February 2017 had not yet been confirmed. In 2017, when contact was again made with the SAWC, the school had lost its Portuguese speaking lead trainer although they confirmed that they could find one with sufficient advance notice. Towards the end of the year, when the project was approaching its end, it was then considered that training funds should only be spent on rangers who would remain in Government service after the end of the project. As mentioned, all park staff were paid by the project until the end of March 2018, and information received from INBAC during 2017 was that only some of the park rangers paid by the project would be kept in Government service after the end of the project. However, the names of those rangers had not been communicated to the project by the end of the year. (In the end, all park rangers were kept in INBAC service beyond the end of the project.)

While no formal training activities were implemented on “appropriate attitudes of park staff towards local people”, many park staff are from local communities and have been involved in the community survey and in the discussions with the communities about the location of water access points, community managed camp sites, etc. One park staff also accompanied the NGO “Liga 4 de Abril” in its initial park visits which involved contacts with communities and sobas in various parts of the park. While none of this amounted to a formal training in community relationships, park staff did learn that interactions with communities need to be approached not just from a policing point of view.

- (vii) *Establishing formal structures that can inter alia: facilitate community and local government participation in the park management decision-making affecting local communities; agree on regulations required to control community access to park natural resources; enforce tenure and natural resource use agreements between the community and park management; and provide an accessible and transparent dispute-resolution mechanism.*

The need to establish a formal structure and process of consultation and joint decision making about park management with the local communities has repeatedly been recognized by INBAC leadership. However, time constraints have prevented the project from taking concrete steps to proposing and implementing a park management structure that would more explicitly involve the communities. This component has also suffered from the lack of clear policies on community engagement and benefit sharing in protected areas. Whether a close, regular engagement of the community in park management decisions in the same way as in some Namibian protected areas (e.g. Bwabwata National Park) is possible in Iona National Park considering the size, extreme heterogeneity and difficult communications in the park is also an important question. During 2016, it was discussed within the project whether the relocation of the park headquarters from Espinheira to Iona would lead to better communication between park management and communal administration, and thus indirectly with the communities in the park. The question was discussed at the Steering Committee Meeting in August 2016 but the decision was against relocation of the park headquarters. The development and implementation of a

consistent and effective strategy to engage the communities in decision making in the park thus remains an unfinished task, to be further pursued by INBAC and the park administration after the end of the project.

- (viii) *Identifying and facilitating conservation- and tourism-related employment opportunities for members of local communities living in, and adjacent to, the park.*
- (ix) *Identifying and developing opportunities for alternative livelihoods in local communities living in the park as a means of offsetting the impacts of any resource use restrictions and improving diversification of household income.*

One of the main activities of the project during its final year was the implementation of a community-based tourism strategy whose outlines had been developed in the second half of 2016 on the basis of the community study, the management plan, and a strategy meeting in Namibe in September 2016 that included local tour operators as well as the municipal administration of Tombwa and local NGOs. Considering the still quite small number of tourists visiting the park and the limited capacity of the local communities, the approach of the project was to build a number of simple camp sites in strategic locations that could be used by visitors for a small fee and would be co-managed with the local communities. Each camp site would be built in a location that is frequently visited by self-driving tourists or guided tourist groups and offers a specific natural and/or cultural attraction. Initially, six camp sites were envisaged but the number was then reduced to four camp sites when the traditional community leader (soba) in Helola did not agree to the construction of a camp site (apparently fearing greater presence and control by park staff over their affairs) while at the very remote location of Monte Negro, a suitable site could only be located outside the park boundaries. The final four camp sites were built at sites with complementary characteristics (one site at the main access route for travelers coming from Cunene (and Namibia), one site in a very quiet but accessible valley close to Iona, one site at Cambeno with constant presence of communities, and one site on the Cunene River). Through negotiations with the local community and leaders it was ensured that the communities agreed with the construction of the camp sites and the visits of tourists. The local tourism company Yona Safaris, based in Tombwa, that had been involved in the discussions of the tourism strategy, was contracted to engage the local communities in the tourism activities at each site and to build their capacity in receiving tourists and taking care of the sites. At each site, some members of the local communities were proposed by the communities to be trained as guides. While the time was too short to make a final judgement about the success of this approach, first visits of camp sites by groups of tourists with visits of the nearby communities and walks through the unique landscape were successful. The sustainability of the tourism strategy will depend on the continued interest of tour operators to bring tourist groups to the camp sites, and the continued interest of the communities to make use of the camp sites as opportunities to sell handicrafts and local products, serve as guides, etc.

Outcome 2: Strengthen institutional capacity to manage the protected areas system

The establishment, organization and roles of the *Instituto Nacional de Biodiversidade e Áreas de Conservação* (INBAC) were approved by the government of Angola in 2011 (Decree 10/11 of 2011). This project component had the objective of strengthening INBAC by developing and refining its strategies and institutional structure.

Output 2.1: Prepare a Strategic Plan for the protected area system

Work under this output focused on preparing a medium-term strategic planning framework for INBAC. The specific activities being undertaken according to the PRODOC include:

- (i) *Defining an overall purpose or result that INBAC is trying to achieve (the 'Mission').*
- (ii) *Identifying the various driving forces, or major influences, that might affect INBAC.*
- (iii) *Analyzing the institution's strengths and weaknesses, and the opportunities and threats faced by the institution.*
- (iv) *Establishing goals that build on strengths to take advantage of opportunities, while building up weaknesses and warding off threats.*
- (v) *Depending on affordability, practicality and efficiency, establishing strategies to reach these goals and measurable strategic objectives.*
- (vi) *Developing a programmatic approach to achieving the strategic goals and objectives.*
- (vii) *Within the framework of the programmatic approach, establishing credible outcomes and the related outputs, performance measures or indicators that demonstrate progress toward the strategic objectives and goals.*
- (viii) *Determining Medium Term Expenditure Framework (MTEF) budget allocations for the programmes and sub-programmes.*
- (ix) *Consolidating the above information into a Strategic Plan for INBAC that is linked to the government's MTEF cycle.*
- (x) *Preparing policies for the planning and operational management of protected areas. This may include policies addressing: management planning; responses to common biological management issues such as fire, invasive alien species control, rehabilitation/restoration and wildlife management; applied research and monitoring; enforcement and compliance; community relations; tourism/recreational facilities and services; natural resource use; stakeholder engagement; and co-operative governance.*

During 2015 the terms of reference for this output was elaborated by INBAC and the respected Angolan NGO, Fundação Kissama, was contracted by the Ministry to carry out the studies and prepare the Strategic Plan for INBAC that is the main objective of this Output. A planning horizon of 10-15 years was envisioned for the strategy. During 2016, the Foundation had difficulties providing the contracted work, explaining this with their inability to pay international consultants to help in the study. This difficulty is a common problem encountered by companies in Angola and results from the difficult access to foreign currency. Since Kissama Foundation is an Angolan institution, it could only be paid in local currency by

UNDP. During the year 2017 the Foundation was able to overcome its difficulties and several successive drafts of the strategy were presented and discussed at INBAC over the course of the year. The strategy was presented publicly in February 2018 and comments received were incorporated into the final document which was available by the end of the project. The objectives of this Output were thus achieved, even though with considerable delay.

Output 2.2: Develop the organizational structure and staff complement for the protected area system

The specific activities in this output according to the PRODOC included:

- (i) *Based on a review of regional best practice, and in line with the Public Service regulations, developing recommendations on an organizational staffing structure and staffing complement for INBAC (with a specific emphasis on the protected area planning and management functions of INBAC).*
- (ii) *Based on a review of regional best practice, and in line with the Public Service regulations, preparing recommendations on job descriptions, remuneration levels and conditions of service for each protected area job in the organizational structure.*
- (iii) *Supporting the submission of the organizational structure, job descriptions, remuneration levels and conditions of service to the government for review, approval and adoption.*
- (iv) *Facilitate the advertising, selection, appointment and deployment of the government-approved protected area staff complement.*
- (v) *Developing an in-service skills development and training program for protected area staff.*
- (vi) *Implementing in-service training and skills development programs for at least 20 protected area staff, including inter alia: general personal and work skills; conservation management; equipment maintenance; administration; field techniques; enforcement; recreation and tourism; public relations; natural resources assessment; etc.*
- (vii) *Developing and implementing a mentoring and career-pathing program for at least three senior protected area management staff.*
- (viii) *Collaborating with other regional counterpart conservation agencies (e.g. Namibia's Ministry of Environment and Tourism, Botswana's Department of Wildlife and National Parks, Zambia Wildlife Authority and South African National Parks) to share expertise and skills on inter alia: park infrastructure development; operations logistics planning; park communications systems; wildlife management; park planning; incident management; etc.*

This Output was designed when INBAC was just being created and had no established institutional structure. Since the beginning of the project, MINAMB had developed an institutional structure ("statuto orgânico") for INBAC with its own resources and submitted it to the Council of Ministers where it was awaiting approval. The development of an institutional structure by the Ministry itself, with its own resources, made it undesirable to commit project resources to the contracting of an independent study on the institutional structure for INBAC. The project asked Kissama Foundation to incorporate any suggestions for improvements of the institutional structure of INBAC into their strategic plan but this suggestion was not reflected in the final report, presumably for the same reason.

The project supported some capacity building activities for INBAC staff. In February 2013, the *Instituto Superior de Ciências de Educação* in Lubango held a training course on “Geo-referencing and preparation of distribution maps of scientific collections”, where three MINAMB staff from Maiombe National Park, Kissama National Park and the National Directorate for Biodiversity participated. The main objective of the course was to learn about the basic concepts and information technologies of species distribution mapping and their possible application in Protected Areas management. In November 2014, a delegation of 3 people from Angola participated in the World Parks Congress in Sydney, Australia, with support from the Project, including the Chief Technical Advisor of Iona project and two Ministry staff from Bicular and Maiombe National Parks. Objectives included to learn about the current international debates on protected areas management and to increase visibility of Angolan protected areas and biodiversity through the presentation of a short film about Iona National Park.

In late 2016, the project organized a visit to Namibia to learn from the experiences in community engagement in conservation, which have been discussed above. Visits to other countries with relevant experiences in protected areas rehabilitation (such as Mozambique) and community engagement in conservation (such as Zimbabwe) were discussed but not implemented for lack of time, considering the significant time investment for organizing such visits and the delays in other project activities.

Output 2.3: Assess the current state of national parks and strict nature reserves

The specific activities in this output according to the PRODOC included:

- (i) *Synthesizing all available sources of information for each of the parks/reserves.*
- (ii) *Locating and demarcating each of the park/reserve boundaries (as proclaimed).*
- (iii) *Describing and mapping the habitats, vegetation and hydrology of each park/reserve.*
- (iv) *Surveying (aerial survey) the number, spatial distribution and population dynamics of medium-sized and large mammals in each park/reserve.*
- (v) *Collecting data on the biodiversity characteristics, status and dynamics of each park/reserve.*
- (vi) *Preparing species inventories and updating ‘red lists’ for each park/reserve.*
- (vii) *Assessing and evaluating the risks (e.g. wildfire, invasive species, encroachment, erosion, poaching) that are adversely affecting the conservation value of each park/reserve.*
- (viii) *Mapping and profiling the people currently living in each park/reserve.*
- (ix) *Surveying the numbers and distribution of all livestock living in and/or using each park/reserve for grazing/browsing.*
- (x) *Mapping the extent - by type - of agricultural activities (including forestry) being undertaken in each park/reserve.*
- (xi) *Mapping the park infrastructure, and assessing its condition, for each park/reserve.*
- (xii) *Making explicit recommendations on the rationalization (park boundaries/ conservation status) and rehabilitation interventions (e.g. staffing, infrastructure, enforcement, governance and species conservation) required for each park/reserve.*
- (xiii) *Consolidating the baseline information and recommendations into a ‘State of Park/ State of Reserve’ report for each park/reserve.*

Please see narrative under Output 2.4

Output 2.4: Prepare detailed implementation plans for the rehabilitation of national parks and strict nature reserves

The specific activities in this output according to the PRODOC included:

- (i) *Developing an implementation schedule as a framework to guide the rehabilitation of each park/reserve. The Implementation Schedule will determine and define the major phases of work that will be undertaken, and document a logical sequence of activities over time.*
- (ii) *Preparing a work breakdown structure (WBS) that provides the detail behind each activity in the implementation schedule, showing key tasks and deliverables.*
- (iii) *Allocating available funds against key tasks and deliverables to enable tracking of expenditure over time.*
- (iv) *Scoping the actual resource requirements (staff, offices, equipment, transport, IT, contractual services, etc.) for key tasks and deliverables.*
- (v) *Where resources are purchased externally, identifying the contracting and procurement strategy and requirements.*
- (vi) *Designing a risk management strategy that defines risks and identifies risk management measures.*
- (vii) *Preparing a stakeholder engagement strategy that ensures that the main stakeholders and their interests are identified, and strategies developed to engage them.*
- (viii) *Developing an evaluation strategy that defines performance targets and identifies mechanisms to measure the progress in achieving these performance targets.*
- (ix) *For each national park/strict nature reserve, consolidating the information contained developed in (i) – (viii) above into an ‘Implementation Plan’ for incorporation into the INBAC Strategic Plan.*
- (x) *Approaching donors and other prospective funding agencies (including government) to secure financing for the respective park rehabilitation Implementation Plans.*

Activities under Outputs 2.3 and 2.4 are so closely related that they are discussed together here. The activity started with a rapid assessment of nine protected areas by the Chief Technical Advisor of the project, with the objective of providing the information for the selection of a smaller number of protected areas for which the project could then conduct the complete assessments and management plans as outlined in the lists of activities for the two Outputs. This rapid assessment was conducted during the second half of 2014 and the report was presented in January 2015. The methodology used was a combination of literature review with brief visits to each of the nine areas with interviews with the local park staff, local Government, community representatives and other local source persons. Protected areas assessed included Bicuar, Cameia, Cangandala, Kissama, Luengue-Luiana, Mavinga, Maiombe and Mupa National Parks and Luando Strict Nature Reserve. Following summaries of the current state of each of the nine protected areas, a set of indicators was used to identify six areas of highest priority for the project to do detailed assessments and prepare park rehabilitation and management plans.

In December 2015, MINAMB contracted three consulting companies or consortia to implement the activities under Outputs 2.3 and 2.4 for the following six protected areas: Mupa National Park, Luando Strict Nature Reserve, Cameia National Park, Maiombe National Park, Mavinga National Park and Luengue-Luiana National Park. Considering that insufficient communication between the project and consultants had caused significant delays in the development of community study and management plan for Iona National Park, the project team met with representatives of the consulting companies or consortia early in 2016 to agree on time plans and periodic meetings to discuss progress and problems. The consultant teams presented their implementation plans for the respective studies. In spite of these preparations, all contracts expired in late 2016 without the companies having been able to deliver the contracted products. This was again explained by their representatives with their inability to access foreign currency and pay international consultants.

In early 2017, when the initial contracts had expired, the project team held a series of meetings with MINAMB, INBAC and the representatives of the three companies or consortia to find a solution to the problem. In a meeting between UNDP and MINAMB, the Ministry insisted on extending the contracts with the three companies or consortia. The companies responsible for the assessments and management plans of Luengue-Luiana, Mavinga, Cameia and Maiombe National Parks admitted that they were not able to perform fauna surveys for the parks under their responsibility. Fauna surveys were a requirement of the assessments stated in the PRODOC (Output 2.3 iv). Since management plans could not be prepared without updated fauna information, it was agreed that surveys would be contracted separately and the funds to pay them would be taken out of the budgets of the consulting companies, which would in turn get access to the survey data as soon as these were available. For Cameia, Mavinga and Luengue-Luiana National Parks, which have a relatively open vegetation so that aerial surveys are feasible, the Namibian company Bushskies was contracted through a competitive process. For Maiombe National Park, where aerial surveys are not possible because of the dense forest vegetation, a terrestrial survey was contracted for which the former Chief Technical Advisor of the project, primatologist Tamar Ron, was contracted through a competitive process. The project also contracted Dr. Ron to support the elaboration of the management plans of Maiombe and Cameia National Parks.

The aerial survey of Luengue-Luiana and Mavinga National Parks was carried out in September 2017 and the report presented in April 2018 (Table 2). The numbers presented were of extreme concern for elephants, of which 15 times more carcasses were counted than live animals, and were disappointing for most other species, although a significant population of buffalo was detected. The number of cattle was far higher than that of all wildlife together, suggesting significant land use pressure in that area despite the continuing presence of land mines in some areas. The many dead elephants suggest that the efforts of the park management, supported by the KAZA program, in reducing poaching in the area have not been sufficient and that a significant increase of efforts to reduce poaching is urgently needed.

Table 2: Numbers of wildlife, domestic stock, homesteads, crop fields and other human evidence recorded, estimated populations, and confidence ranges in the Luengue-Luiana and Mavinga National Parks (survey report by Bushskies, September 2017)

Object	Scientific name	Actual individuals counted	Estimated population	95% confidence range
Mammalian wildlife				
Elephant	<i>Loxodonta africana</i>	5	31	<i>Insufficient sample size</i>
Elephant carcass		73	456	377-536
Hippo	<i>Hippopotamus amphibius</i>	69	345	234-456
Buffalo	<i>Syncerus caffer</i>	108	650	336-965
Wildebeest	<i>Connochaetes taurinus</i>	3	19	<i>Insufficient sample size</i>
Lechwe	<i>Kobus leche</i>	31	169	<i>Insufficient sample size</i>
Reedbuck	<i>Redunca arundinum</i>	16	85	<i>Insufficient sample size</i>
Reptilian wildlife				
Crocodile	<i>Crocodylus niloticus</i>	9	48	<i>Insufficient sample size</i>
Avian				
Bird		153	948	133-1,762
Domestic livestock				
Cattle	<i>Bos taurus</i>	5,777	33,541	<i>Insufficient sample size</i>
Smallstock	<i>Caprinae</i>	461	2,585	<i>Insufficient sample size</i>
Donkey	<i>Equus asinus</i>	17	94	<i>Insufficient sample size</i>
Horses		22	110	<i>Insufficient sample size</i>
Human infrastructure				
Homesteads		5,475	33,348	<i>Insufficient sample size</i>
Kraals		378	2,254	<i>Insufficient sample size</i>
Crop fields		98	513	250-776
Canoes		133	778	342-1214
Other				
Fire		48	300	254-345
Timber harvesting		6	38	<i>Insufficient sample size</i>

In February 2018, after delays in issuing the flight permit, the aerial survey of Cameia National Park was also completed, presumably the first quantitative aerial survey ever to have been done for this park. The final results were not available by the end of the project owing to the time needed for analyzing the thousands of aerial photographs.

In April 2018, a “Report of the preliminary wildlife survey in the Maiombe National Park” was also received from consultant Tamar Ron, which showed locations where certain wildlife species (gorilla, chimpanzee, forest elephant, among others) had reportedly been seen by locals. Unsurprisingly, many of these locations were along the roads. It also identified pressures on the most prominent fauna species (especially from hunting). Population estimates could not be obtained with this methodology.

Unfortunately, other than these fauna surveys, the other assessments of the parks or components of the rehabilitation and management plans were not forthcoming. The Portuguese company AgriPro Ambiente submitted reports on the geographical and socioeconomic conditions of Mupa National Park in July and August 2017, respectively, which were accepted by the Project, but no further deliverables had been received and accepted by the end of the project. Management plans for Luengue-Luiana and Mavinga National Parks had in the meantime been developed by the Southern African Institute for Environmental Assessment with funding from the USAID-SAREP, without financial contribution from the project.

While Outputs 2.3 and 2.4 produced important information on the fauna of several priority protected areas with direct implications for national conservation priorities (especially the need to urgently invest in the better protection of wildlife populations in southeastern Angola), its broader objective of assessing and developing management plans for 6 priority protected areas was not accomplished.

Project management

Although the official starting date of the project was 7 February 2013, UNDP hired its key technical staff for the project already in September 2012 to support the preparations for the signature and initiation of the GEF project and of the co-financing agreement with the EU, which were both signed on 7 February 2013, marking the official starting date of the project. These key staff included a Chief Technical Advisor, Dr. Tamar Ron, and a Specialist for Monitoring and Evaluation, Amaya Olivares Zapiain, both funded by the project. These two officers left UNDP Angola in early and mid-2015, respectively, when the project was temporarily managed by Gabriela Nascimento (UNDP co-funding). From 2016 until the end, the project was then supported by the Programme Specialist for Environment, Dr. Goetz Schroth, through UNDP co-funding. Since mid-2015 the project also benefited from the help of a UN Volunteer, Olivia Felicio Pereira (UNDP co-funding) and since mid-2017 from another UN Volunteer, Vanessa Falkowski, with funding from the GEF-5 project “Expansion of Angola’s Protected Areas System”. From March 2013 until the end of the project, the project was administratively supported by an Administrative and Finance Assistant, Tito Vilinga, funded initially by project resources and then, when the respective budget line was spent, by other GEF projects under his responsibility. Since September 2013 until the

end of the project, the project was also supported by a driver, Sr. Damião, hired by the Ministry and paid from project resources.

The project was implemented under UNDP's National Implementation Modality (NIM), which places a significant responsibility for the actual implementation of activities on the Implementing Partner, in this case the Ministry of the Environment (MINAMB). When the project started, the Ministry's implementing branch for biodiversity projects, the National Institute for Biodiversity and Protected Areas (INBAC), had just been created and was not fully operational until end 2014. This fact and the lengthy decision-making processes within the Ministry led to significant delays at the beginning of the project, as pointed out in earlier sections of this report. For example, while the International Park Manager of Iona National Park had been selected through a competitive process and hired by the Ministry by September 2013, the 20 park rangers were only recruited in August 2014. A full-time national project coordinator, Aristofanes Pontes, was only hired by MINAMB starting October 2014. From early 2016 to the end of the project, the close collaboration between the national project coordinator and UNDP staff, including weekly face-to-face meetings, led to a significant acceleration of project implementation.

Project implementation was overseen by Steering Committee meetings chaired by the Minister of the Environment, which however occurred too infrequently. For example, SC meetings were held in August 2015 and again in August 2016, but in the election year 2017 it was not possible to schedule an SC meeting, and the next SC meeting was at the official closing event of the project on 15 May 2018. The low frequency of the SC meetings was partly compensated by meetings of the Technical Committee of the project, which were held at approximately quarterly intervals and served for updating project partners about ongoing activities and discussing important questions of implementation that could not be decided by the project coordination alone. Another important project management tool were the supervision missions to Iona National Park that were organized twice per year with participation from INBAC, MINAMB, MINPLAN, EU and UNDP.

The project also held ad-hoc meetings and workshops to discuss specific topics. Of particular significance was the workshop held in September 2016 in Namibe to discuss the tourism strategy of the project with attendance of project staff, Iona park staff, local Government, local civil society organizations, and local tour operators. At this workshop, the community-based tourism strategy of the project was developed and potential implementing partners were identified (later confirmed through a public tender).

The project had initially a duration of 4 years, and therefore the mid-term review was held in late 2015 and completed in early 2016. Based on the recommendations of the review, a no-cost extension of the project was requested to the GEF (approved in May 2016) and to the EU, the latter being approved in January 2017 extending the project to 20 April 2018. The latter was the estimated date by when the budget lines for staff salaries would be exhausted. It was also assumed that by this date, all project activities stipulated in the PRODOC could be completed.

In the second half of 2017, some delays in the implementation of activities were caused by concerns about a funding gap following the discovery by UNDP in August 2017 that the variation of the exchange rate of Euro to US\$ had not been correctly tracked by UNDP's financial system (see footnote 2 on page

6). It turned out that adjustments of some intended activities were needed for other reasons. For example, resistance in the community and its traditional leaders in Helola made it unwise to proceed with the construction of a ranger post, camp site and water access point in that part of the park, and suitable locations for camp site and water access point in Monte Negro were located outside the park boundaries and therefore ineligible for project funding (see discussion of these activities under Outcome 1 above). These necessary changes in project activities were subsequently approved by the EU⁶. Project funds were also saved through a simpler, but effective and functional design of the roof of Pediva entrance gate of which the first part had been built in 2015 by a Luanda-based company but the construction had not been completed and was only finalized in 2018 by another, local company. These savings caused by necessary technical adjustments prevented the currency devaluation from causing a funding gap and negatively affecting the project. In the end, the project did not fully spend its financial resources (see Financial Report).

Visibility

A visibility and communication plan (VCP) was prepared by the project team and shared with counterparts on 24 March 2015 as an annex to the EU Annual Report for the period 2013 – 2014. The main objective of the plan was to (i) communicate to the public the positive results of the partnership between the EU, UNDP, GEF and the Government of Angola through this project; (ii) to raise awareness of MINAMB's work in the field of biodiversity conservation; and (iii) to raise awareness of the support of the EU, GEF and UNDP to rehabilitating Iona National Park and improving the management of the protected areas system in Angola.

A package of communication materials was produced and distributed at events and seminars:

Communication material	Objective / Distribution	Target audience	Copies issued	Issue date
Information leaflets	Basic information about the project and donors (distribution at events, seminars)	General public	6,100	August 2015
Booklets	Basic information about the project and donors (distribution at events, seminars)	General public	3,000	October 2015
Posters (80 cm x 200 cm)	Presentation at events, seminars	General public	2	July 2015
Caps & T-shirts	Events	General public; donors; stakeholders	100 caps and t-shirts	August 2015
Banners (4m x 2m)	Events	General public	2	July 2015
Stickers	Project equipment and vehicles	General public	500	July 2015
Road signs	Indicate park between Namibe and park entrance	General public	6	July 2015

⁶ Letter from EU to UNDP of 27 March 2018

A project's logotype with Iona's flora and fauna was elaborated and approved by MINAMB and INBAC in 2015:



During the last year of the project, an advertisement campaign was run from October 2017 to March 2018 in connection with the community-based tourism strategy that was being implemented in the park. It involved four billboards designed by a Luanda based graphics company using photos supplied by EU and project members. The billboards were posted at two locations in Luanda, and one location each in Namibe and Lubango. The basic idea of the two billboard designs (see below) was to show the unique combination of landscape, wildlife and traditional communities that is a characteristic of the park.



Image 1: Billboard (3m x 6m) displayed in Luanda (Av. Comandante Valódia—in front of NCR shop), Namibe (Airport roundabout); Lubango (Estrada do caminho de ferro)



Image 2: Billboard (3m x 6m) displayed in Luanda (Av. Murtala Mohamed, Ilha de Luanda)

During the last project year, the project also produced a short movie about the park. The movie was launched during the project closure event on 15 May 2018 in Luanda's Hotel Tropical. The objective of the movie, which combines a brief overview of the attractions of the park with interviews with key stakeholders of the project from the Ministry of the Environment, the local Government, the EU and the UN, seeks to raise awareness about the project and communicate to the public the positive results of the partnership between the Government of Angola, EU, GEF and UNDP, GEF ([watch the movie](#)).

Reference to the project is also made on the buildings, gates and other infrastructure rehabilitated and constructed by the project in Iona National Park. For this, acrylic tablets with the symbols of the main contributors to the project were installed at the buildings that had benefited from project support:



A webpage for the conservation areas of Angola, with a specific link for the project, was also created <http://www.biodiversidade-angola.com/biodiversidade/>. Short articles and interviews with implementing partners' representatives were produced at irregular intervals for posting on UNDP Angola's website.

Annexes

Annex 1: Map of Iona National Park showing locations of project infrastructure

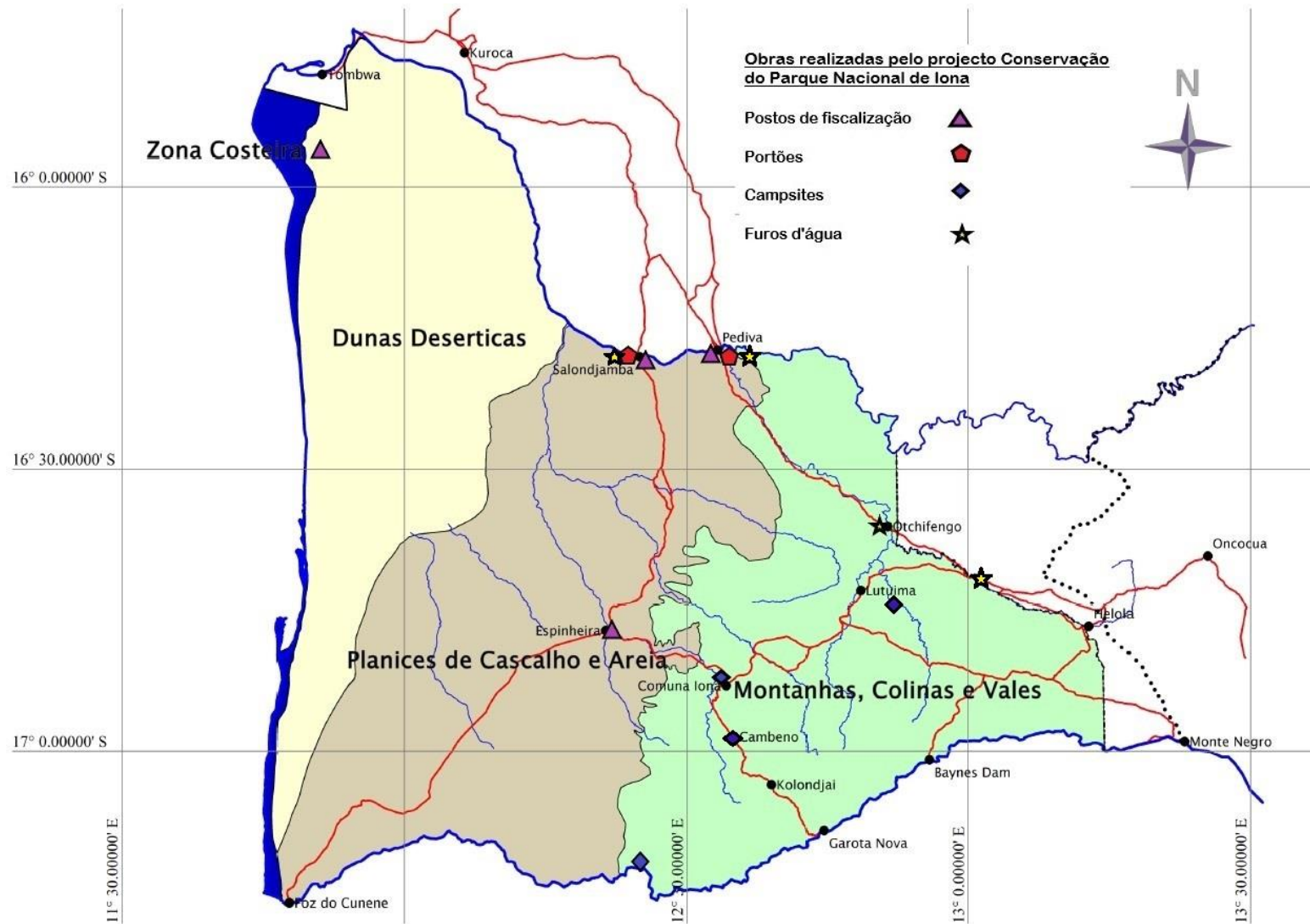
Annex 2: Progress towards results matrix

Annex 3: Transfer of project assets

Annex 4: List of contracts above EUR 60,000

Annex 5: METT scorecard

Annex 1: Map of Iona National Park showing the locations of project infrastructure



Annex 2: Progress towards results matrix (from Terminal Evaluation Report version 16 May 2018)

Project strategy	Indicator	Baseline (source: PRODOC)	End-of-project Target (source: PRODOC)	2015 (source: PIR and MTR)	2017 (source: PIR)	Achievement rating	Remarks
Project objective: catalyse an improvement in the overall management of the protected areas network, through rehabilitating Iona National Park	1.Financial sustainability scorecard	3%	>10%	5%	9%	MS	
	2.Capacity Development scorecard	Systemic: 42% Institutional: 39% Individual: 35%	Systemic: 55% Institutional: 50% Individual: 45%	Systemic: 46% Institutional: 40% Individual: 37%	Systemic: 43% Institutional: 51% Individual: 48%	S	Targets achieved for institutional and individual capacity due to consolidation of INBAC to functionality and capacity building at central and park levels.
	3.Total Government budget for protected areas management	US\$1.5.million (as at 2010/11)	US\$8 million	Target achieved and surpassed by far - \$82 million	Target achieved. About US\$ 9 million	Cannot be rated due to lack of evidence	Contradictory reporting of Government spending in protected areas. Information of spending of \$82 million in 2015 seems unrealistic for a period of financial crisis. There is also no evidence for the GoA co-financing
	4.# protected areas that adopted METT	0	7	METT adopted in only 1 protected area	METT adopted in 4 protected areas	MS	Target on progress. Four protected areas use METT methodology (Iona, Bicuar, Cangandala, Quiçama National Parks)
	5.METT scores of Iona National Park	7%	>45%	31%	44%	S	Score improved through improvement in infrastructure, equipment and deployment of staff
	6. Number of park staff appointed,	0	12	22	22	HS	The target was achieved since 2014. Park's staff benefit

	trained, equipped and deployed in the park						from in-service training.
	7. % of park visitors with permit to enter the park	0	>80%	Progress made towards the target. 40% of Park visitors is reported. Registration and entry fees collection pilot system launch in October 2014, has been reformulated and submitted to the local government authority for approval.	Most park visitors are registered through Salondjamba, Pediva and Ponta Albina entry posts and a fee collection system is established. Visitors encountered inside the park are asked for permits and receipts of payment. Park management considers that 95% of visitors are now registered.	MS	Entry gates have been built at Salodjamba, Pediva and Ponta Albina. A fee collection system is under implementation and visitors encountered inside the park are checked for entry permits. However, it is still not possible to calculate the real percentage of visitors with permits. Entry fees are used for operational costs of park management, but need an improvement in accountability/control of its use. 2016 was the year with most visitors, with data showing that 1374 vehicles carrying 4252 visitors entered the park, an average of 4 vehicles and 12 visitors per day.
<u>Outcome 1:</u> Rehabilitation of Iona National Park	8. % of grassland of the park overgrazed by livestock	> 35% (by 2011/12)	<20%	Not possible to assess the indicator with accuracy, not clear how baseline and target were determined	Not possible to assess the indicator with accuracy. However, overgrazing is concentrated in the mountains and near villages and water sources, away from the core park. During years of severe drought, cattle move into the park	MU	Local pastoralists are being sensitized to support conservation and avoid overgrazing in the core area of the park. The park has been zoned to integrate the need of cattle grazing and wildlife conservation. During period of rains, livestock remain in upland wetter areas. However, during periods of drought livestock move into the park

							in search for grazing. The park is unable to enforce restrictions to access to grazing
	9. Increase in wildlife populations	<p>Oryx</p> <p>Hartmann's: 1650</p> <p>Zebra: 265</p> <p>Springbok: 2400</p> <p>Ostrich: 400</p>	<p>>2000</p> <p>>300</p> <p>>3500 > 500</p>	Road count reports increase in wildlife populations, but this method is different from the aerial survey method upon which the baseline was established	Road count reports increase in wildlife populations. Photographic aerial wildlife survey indicates a decline of wildlife populations. However, both methods are different from the aerial survey method upon which the baseline was established. Therefore, the results cannot be compared	Cannot be rated. No comparable data is available due to changes in methods	The photographic aerial wildlife survey showed lower wildlife numbers than in the 2003 survey. It is difficult to believe that the conservation effort being implemented has failed to at least halt wildlife decline. Due to differences in methods used, the results of the two survey cannot be directly compared
	10. # of freshwater springs accessible for use by wildlife	0 (of 16)	4 (of 16)	No change since baseline. Hydrological study considered not feasible by park management	At least 10 water springs mapped, but also used by livestock during periods of drought, overlapping with wildlife	MU	Areas with water inside the park are under severe grazing by livestock. Two bore holes remain to be drilled. The drilling of boreholes although it is a solution for water scarcity, it will result in localized overgrazing, biodiversity loss and reduction of ecosystem resilience
	11. # of poaching incidents recorded in the park	No data	< 12	Less than 12. However, the indicator is difficult to interpret because the reduction of poaching	Less than 12. Sobas and local communities collaborate with rangers to detect poaching incidents and retrieve fire arms used by poachers.	S	The presence of well-equipped park rangers engaged in patrolling and law enforcement, plus the collaboration of Sobas and local communities in reporting cases of poaching to

				incidents can be a result of effective suppression but also of incomplete detection			rangers as well as environmental education contributed to the positive result. The lack of specific legislation against wildlife crime is a constraint for the punishment of offenders
	12. % of communities represented in park management decision-making processes	0	> 60%	No change since baseline	No quantitative data to assess progress in relation to baseline. However, park staff interacts with communities and sobas, local communities were involved in the planning of ecotourism infrastructure and in park zoning	MU	The decision of PSC to engage communities in the project was only taken in 2016 and community study was completed in 2017. The collaborative management of the park foreseen in the PRODOC was not taken because the design was unrealistic for the context of Iona National Park.
	13. # of direct job opportunities created for local communities	0	10	12 rangers	12 rangers	HS	
	14. # of indirect job opportunities created for local communities	0	30	No change from baseline	No change from baseline. However, there is progress towards the target. 24 community members are being trained as tourist guides	MU	The implementation of community-based tourism will generate employment for local community members as tourist guides and nature interpreters, cooks, cleaners
	15. Average annual income of households living in the park	US\$155/annum	US\$250/annum	No progress made besides the 12 community members recruited as park rangers	In addition to 12 rangers, 24 community members are under training as tourist guides	MU	

<p><u>Outcome 2:</u></p> <p>Strengthen institutional capacity to manage protected areas network</p>	16. Strategic plan and policy framework for the protected area system approved	No	Yes	No change from baseline	Yes. The strategic plan of the conservation areas network was finalized	S	The strategic plan of the conservation areas network was finalized. However, no policy framework was developed
	17. Organization structure for protected areas adopted by GoA	No	Yes	No change from baseline	No change from baseline	MU	INBAC is filling the positions described in its EstatutoOrgânico. MINAMB lobbied the recruitment of more than 1600 field rangers for the next three years. However, there is no organizational structure developed for protected areas. The only produced management plan of Iona National Park does not have a organigram and staff posts
	18. Recruitment of staff to approved protected area posts in the protected areas agency	0	>50%	No change from baseline.	No change from baseline	U	Associated with the failure to deliver indicator # 17, there was no recruitment aimed at filling posts approved for INBAC
	19. # of protected areas staff completing in-service training and skills development programs	0	20	17 government staff of INBAC and Park Administrators of Mavinga, Luengue-Luiana, Chimalavera and Cangandala, were trained in GIS. Participation of INBAC staff in World Parks	Meetings of administrator of all 13 protected areas, exchange of experience visits to Namibia, for Iona-Skeleton TFCA.	S	Although not quantitatively measurable, the project supported the building of experience of INBAC staff through exchange visits and attendance to short courses and workshops

				Congress			
	20. # of senior protected area staff in a structured mentoring programme	0	3	Iona NP administrator is continuously mentored by international consultant	INBAC and park staff mentored by UNDP in GEF project management procedures through intensive interaction	MS	MINAMB/INBAC are better prepared to manage donor funded projects. Park staff is able to manage the park after the closure of the project
	21. # of national parks and strict reserves with documented state of biodiversity	0	7	Initiated. Contracts signed	Progress in 4 protected areas. Aerial wildlife survey conducted in three national parks and ground wildlife survey conducted in one national park. Aerial wildlife survey reports finalized for two National Parks and draft of qualitative wildlife survey for one national park submitted to the UNDP. PIR indicate that the state of the Mupa NP had been assessed but there was no report available	MS	Companies were contracted and conducted wildlife surveys. Draft photographic wildlife survey report for two National Parks submitted and draft of qualitative wildlife survey for one national park submitted. Management and rehabilitation plans of other protected areas are ongoing as part of GEF-5 project which is to a great extent a follow up of GEF-4
	22. # of protected areas with rehabilitation programme resourced and under implementation	1	4	Only Iona National Park is under rehabilitation through this project	Only Iona National Park is under rehabilitation. Ongoing rehabilitation and expansion interventions in other protected areas through GEF 5 project	U	Companies were contracted but have not delivered the management and rehabilitation plans.

Annex 3: Transfer of project assets

ANEXO IX
TRANSFERÊNCIA DE PROPRIEDADE DOS ATIVOS


Número de referência do contrato de subvenção: FED 2013/317-806						
Designação da ação: Projecto Nacional de Biodiversidade: Conservação do Parque Nacional do Iona						
Nome do Beneficiário: Ministério do Ambiente da República de Angola						
Nome do Beneficiário local/Entidade afiliada local/Beneficiário final da ação para quem os ativos foram transferidos: Gabinete da Ministra, Ministério do Ambiente da República de Angola						
Ativos	Descrição do ativo (> 5.000 EUR)	Data de aquisição	Custos de aquisição em EUR	Data de transferência/Observações		
1.	Toyota Land Cruiser Hard Top 10 (JTEEB71J907020346)	01/08/2013	29,109.18	20/04/2018		
2.	Toyota Land Cruiser Double Cabin (JTEBB71JX04000742)	01/08/2013	28,280.76	20/04/2018		
3.	Toyota Land Cruiser Hard Top 10 (JTEBB71J907019987)	07/10/2013	27,365.94	20/04/2018		
4.	Toyota Land Cruiser Double Cabin (JTEBB71J204002999)	11/08/2014	36,617.64	20/04/2018		
5.	Toyota Land Cruiser Cabin Single (JTELB71J507109077)	11/08/2014	35,338.97	20/04/2018		
6	Truck Renault 4x4, 240, 13 FLAT (VF644BLM9FB001847)	30/12/2014	100,059.44	20/04/2018		
7	Installation of Radiocommunication system in Iona Park	08/06/2015	125,513.37	20/04/2018		
8	Salondjamba Ranger Post	30/06/2016	75,203.43	20/04/2018		
9	Infrastructures in Salondjamba	30/06/2016	58,906.91	20/04/2018		
10	Infrastructures in Espinheira	30/06/2016	79,846.99	20/04/2018		
11	Pediva Ranger Post	30/06/2016	53,822.58	20/04/2018		

12	2 Water systems Pediva and Salondjumba	03/11/2016	36,608.07	20/04/2018
13	Workshop, Offices and Generator Shelter in Espinheira	14/03/2017	49,563.70	20/04/2018
14	Solar Systems to provide energy to ranger posts	01/06/2017	104,451.71	20/04/2018
15	Campsites	02/03/2018	119,571.62	20/04/2018
16	Ponta Albina Ranger Post	20/03/2018	86,675.10	20/04/2018
17	Entry gates Pediva and Salondjumba	20/03/2018	327,657.68	20/04/2018
18	2 Water systems for communities in Otchifengo and Ovipaca	20/03/2018	100,240.73	20/04/2018

A presente lista foi elaborada em conformidade com os artigos 2 e 7.5 das Condições Gerais aplicáveis aos contratos de subvenção financiados pela União Europeia no âmbito das ações externas (Anexo II do contrato). A propriedade de cada ativo aí descrito foi transferida. Os beneficiários locais e/ou Entidade afiliada e/ou beneficiários finais estão de acordo com o seu conteúdo.

Feito em 24 em Agosto 2018


 Ministério do Ambiente da República de Angola
 Nome e função: António Luís Borges


 Programa das Nações Unidas para o Desenvolvimento (PNUD) em Angola
 José Novais Felix
 Director do PNUD em Angola a. i.

United Nations Development Programme

**TRANSFER OF TITLE**

Transfer of Title of Non-expendable Supplies and Equipment from the United Nations Development Programme to the Ministry of Environment of the Republic of Angola (MINAMB).

The United Nations Development Programme hereby transfers and the Ministry of Environment accepts full title and ownership of the supplies and equipment specified in the attached schedule.

The supplies and equipment represent assistance of the United Nations Development Programme to the National Institute of Biodiversity and Protected Areas in connection with the National Biodiversity Project: Conservation of Iona National Park, transfer of such equipment being in accordance with provisions of Paragraph 111 of the Project Document dated February 7th, 2013 and signed by the United Nations Development Programme, and the Ministry of Environment of the Republic of Angola.

Transfer of Title and ownership is made on the understanding that the supplies and equipment will be used solely for the purposes, in the manner and in the place set out in the Project Document and subject to any limitations contained therein.

Ministry of Environment of the Republic of
Angola

By



Representative of MINAMB

Date



24 / August 2018

United Nations Development Programme

By:


José Novais Felix.
Country Director a. i.

Date


23 / 08 / 2018
Angola

A	B	C	D	E	F	G	H	I	J	K	L
PROJECT CODE	ASSET ID	PROFILE	DESCRIPTION	TAG NUMBER	SERIAL NUMBER	MODEL	LOCATION	ACQUISITION	COST	CURRENCY	FUNDING
00081396	72200	Vehicles	Toyota Land Cruiser	N/A	JTEEB71J907020346	Hard top 10	Luanda/INBAC	01/08/2013	33,396.61	USD	EU
00081396	72200	Vehicles	Toyota Land Cruiser	N/A	JTEEB71JX04000742	Double Cabin	Iona/Espinheira	01/08/2013	32,446.18	USD	EU
00081396	72200	Vehicles	Toyota Land Cruiser	N/A	JTEEB71J907019987	Hard Top 10	Iona/Espinheira	07/10/2013	31,396.62	USD	EU
00081396	72200	Vehicles	Toyota Land Cruiser	N/A	JTEEB71J204002999	Double cabin	Iona/Espinheira	11/08/2014	42,010.98	USD	EU
00081396	72200	Vehicles	Toyota Land Cruiser	N/A	JTELB71J507109077	Cabin single	Iona/Espinheira	11/08/2014	40,543.98	USD	EU
00081396	72200	Vehicles	Truck Renault	N/A	VF644BLM9F8001847	4X4, 240.13 FLAT	Iona/Espinheira	30/12/2014	114,797.00	USD	EU
00081396	72200	Vehicles	Motorcycle	N/A	n/a	Honda XL 125L	Iona/Espinheira	15/11/2016	2,420.75	USD	EU
00081396	72200	Vehicles	Motorcycle	N/A	n/a	Honda XL 125L	Iona/Espinheira	15/11/2016	2,420.75	USD	EU
00081396	72200	Vehicles	Motorcycle	N/A	n/a	Honda XL 125L	Iona/Espinheira	15/11/2016	2,420.75	USD	EU
00081396	72200	Vehicles	Motorcycle	N/A	n/a	Honda XL 125L	Iona/Espinheira	15/11/2016	2,420.75	USD	EU
00081396	72200	Vehicles	Toyota Hilux	N/A	AHTFR22G-606072116	DoubleCab	Luanda/INBAC	07/10/2013	22,468.83	USD	GEF
00081396	72200	Vehicles	Quadri Bikes	N/A	4XATH76A0E4323504	RANGER800EFI	Iona/Espinheira	11/03/2014	17,206.00	USD	GEF
00081396	72200	Vehicles	Quadri Bikes	N/A	4XATH76AXE4321145	RANGER800EFI	Iona/Espinheira	11/03/2014	17,206.00	USD	GEF
00081396	72800	Information Technology equipment	Printer	N/A	CN59DD5584	HP LaserJet 500 Color MFP M570dn	Luanda/INBAC	10/10/2013	1,533.02	USD	GEF
00081396	72800	Information Technology equipment	IRIDIUM Setlite Phone	N/A	Q639575	IRIDIUM	Luanda/INBAC	16/12/2013	2,507.18	USD	GEF
00081396	72200	Furniture	Armario PP Alto 190*120*45 PER MED	N/A	n/a	PP Alto 190*120*45 PER MED	Luanda/INBAC	17/12/2013	1,562.50	USD	GEF
00081396	72200	Furniture	Secretaria PP 140*80 C/PAINEL	N/A	n/a	PP 140*80 C/PAINEL	Luanda/INBAC	27/05/2014	2,061.50	USD	GEF
00081396	72200	Furniture	Bloco PP ROD.3 Gavetas	N/A	n/a	PP ROD.3 Gavetas	Luanda/INBAC	27/05/2014	2,774.24	USD	GEF
00081396	72800	Information Technology equipment	Setlite Phone	N/A	300215010559320	n/a	IONA/Espinheira	20/08/2014	2,357.40	USD	GEF
00081396	72800	Information Technology equipment	Setlite Phone	N/A	300215010555490	n/a	Luanda/INBAC	20/08/2014	2,357.40	USD	GEF

00081396	72800	Information Technology equipment	Setelite Phone	N/A	300215010653050	n/a	IONA/Espinhera	20/08/2014	2,357.40	USD	GEF
00081396	72800	Information Technology equipment	Computer Dell, 3010 MT, i5-34	N/A	X103010102E	Dell, 3010 MT, i5-34	IONA/Espinhera	14/04/2014	2,105.82	USD	EU
00081396	72800	Information Technology equipment	Laptop, HP, i7, 12GB 1TB, 15"	N/A	F9U09EA	HP, i7, 12GB 1TB, 15"	IONA/Espinhera	14/04/2014	2,387.29	USD	EU
00081396	72200	Furniture	Teporal acomodation Tents IONA KITS	N/A	n/a	n/a	IONA/Espinhera	09/07/2014	33,571.95	USD	EU
00081396	72200	Furniture	Beliches e Colchoes de mola	N/A	n/a	n/a	IONA/Espinhera	21/08/2015	7,664.33	USD	EU
00081396	72200	Furniture	Camas de casal e Colchao e 2 bancas	N/A	n/a	n/a	IONA/Espinhera	21/08/2015	2,398.10	USD	EU
00081398	72200	Furniture	Amario p/ cozinha nas medidas 1.30x1.6c/ 4 portas	N/A	n/a	medida 1.30x1.6c/ 4 portas	IONA/Espinhera	21/08/2015	2,901.70	USD	EU
00081396	72200	Furniture	Prateleiras p/escritorio	N/A	n/a	n/a	IONA/Espinhera	21/08/2015	2,557.97	USD	EU
00081396	72200	Furniture	Mesas nas medidas 1.7x0.90 c/6 cadeiras cada	N/A	n/a	nas medidas 1.7x0.90 c/6 cadeiras cada	IONA/Espinhera	21/08/2015	3,117.53	USD	EU
00081396	72400	Communication equipment	Radiocommunication system in Iona Park	N/A	n/a	n/a	IONA/Espinhera	08/06/2015	164,576.00	USD	EU/GEF
00081396	73200	Premises alterations	Salondjamba Ranger Post (Fatura 0001/2016)	N/A	n/a	n/a	Salondjamba	30/06/2016	86,280.00	USD	EU
00081398	73200	Premises alterations	Infrastructures in Salondjamba (Fatura 0002/2016)	N/A	n/a	n/a	Salondjamba	30/06/2016	67,583.20	USD	EU
00081396	73200	Premises alterations	Infrastructures in Espinheira (Fatura 0003/2016)	N/A	n/a	n/a	Salondjamba	42551	91,607.50	USD	EU
00081396	73200	Premises alterations	Pediva Ranger Post (Fatura 0004/2016)	N/A	n/a	n/a	Salondjamba	30/06/2016	61,750.00	USD	EU
00081396	73200	Premises alterations	2 Water systems Pediva and Salondjamba	N/A	n/a	n/a	Pediva and Salondjamba	03/11/2016	42,000.00	USD	EU
00081396	73200	Premises alterations	Workshop, Offices and Generator Shelter in Espinheira	N/A	n/a	n/a	IONA/Espinhera	14/03/2017	56,863.84	USD	EU
00081396	73200	Premises alterations	Solar Systems to provide energy to ranger posts	N/A	n/a	n/a	IONA/Espinhera	01/06/2017	104,451.71	USD	EU

00081398	73200	Premises alterations	Campsites	N/A	n/a	n/a	IONA/Espinhera	02/03/2018	119,571.62	USD	EU
00081396	73200	Premises alterations	Ponta Albina Ranger Post	N/A	n/a	n/a	Ponta Albina	20/03/2018	99,441.31	USD	EU
00081396	73200	Premises alterations	Gate entry Pediva and Salongjamba	N/A	n/a	n/a	Pediva and Salongjamba	20/03/2018	327,657.68	USD	EU
00081396	73200	Premises alterations	2 Water systems for communities	N/A	n/a	n/a	Othigengo and Ovipaca	20/03/2018	115,005.00	USD	EU/GEF
00081398	72200	Vehicles	Motorcycles,	N/A	n/a	n/a	IONA/Espinhera	15/11/2016	9,683.00	USD	EU

NOTES:

A This is the Internal Reference used for the project

B This is the code allocated to the asset profile in the chart of accounts

C This is the general category e.g. Furniture, Vehicles etc in words

D This is the detailed description of the asset

E This is the asset tag as per laid down tagging convention e.g. FF/SUD/EF FASHER/001 for a furniture item in Sudan el fasher

F This is the serial number, normally available for electrical equipment and registration number for vehicles

G This is the asset Model as indicated in Invoice

H This is the Place where the asset is based and can be physically located

I The date asset is received

J The cost as per Invoice and payment details

K This is the Currency used in the cost detail, if various currencies used try to standardize the register into one currency by conversions

L This is the donor funds used to purchase the asset e.g. UNDP, ECHO etc.

Annex 4: List of contracts⁷ above EUR 60,000**UNDP Country Office: Ministério do Ambiente****Project Title : National Biodiversity Project: Conservation of IONA National Park****Reference number agreement: FED/2013/317-806****Award ID: 00074643⁷****Project ID: 00081396⁷****Period: 07/02/2013 –20/04/2018**

DONOR	CONTRACT DATE	NAME of COMPANY	DESCRIPTION of CONTRACT	QTY ITEM	PROJECT No.	% COMPLETION	RESPONS. ENTITY CONTRACTION	US\$ VALUE OF CONTRACT	EUR VALUE OF CONTRACT
EU GEF	04-03-2014	TOYOTA GIBRALTOR	LTA BETWEEN UNDP AND TOYOTA GIBRALTOR	5	'00081396	100	MINAMB	179.794,37	157.438,16
				1				22.468,83	19.674,98
GEF	08-05-2014	MILICIAPRO	- Contrato de Formação dos Agentes Comunitários - Contrato de aquisição de Kits de Material para os 20 Agentes Comunitário	1	'00081396	100	MINAMB	123.482,76	108.128,52
EU								20.000,00	17.513,14

⁷ In accord with Articles 6.7 and 6.8 of the General Conditions, the information in this annex is publicly available at <http://open.undp.org/#project/00064743>

GEF	9/30/2014	CAPINHA LDA	Estudo e Instalação de um Sistema de Comunicação no Parque Nacional do IONA	1	'00081396	90	MINAMB	160.000,00	140.105,09
EU	9/30/2014	CAPINHA LDA	Consultoria e Planeamento de Construções no Parque Nacional do IONA	1	'00081396	85	MINAMB	120.000,00	105.078,82
EU	9/30/2014	SAAMA	Estudo do Estado do Parque Nacional do IONA e Elaboração do Respectivo Plano de Gestão Integrada	1	'00081396	100	MINAMB	78.230,42	68.503,00
GEF						100		42.102,96	36.867,74
EU	9/30/2014	SOAPRO	Estudo das Comunidades no Parque Nacional do IONA	1	'00081396	100	MINAMB	78.944,14	69.127,97
GEF						100		52.258,30	45.760,34
EU	09-10-2012	BUKKEHAVE CORPORATION A/S	Compra do caminhão LTA BTWN UNOPS and BUKKEHAVE 2012	1	'00081396	100	MINAMB	114.797,00	100.522,77
GEF	12-04-2015	AMBIEU	Estudo Técnicos de Avaliação do Estado Actual de Conservação em Angola e Elaboração de Planos de Reabilitação (Parque Nacional do MUPA e Reserva Integral do	1	'00081396	35	MINAMB	150.000,00	131.348,52

			Luando						
GEF	12-04-2015	EUCALIPTUS	Estudos Técnicos de Avaliação do Estado Actual de Conservação em Angola e Elaboração de Planos de Reabilitação(Parque Nacionais do Maiombe e Cameia	1	'00081396	15	MINAMB	240.000,00	210.157,63
GEF	12-04-2015	FUNDAÇÃO KISSAMA	Elaboração do Plano Estratégico para o Sistema de Áreas e Conservação	1	'00081396	100	MINAMB	110.000,00	96.322,25
GEF	12-11-2015	GERAÇÃO VERDE	Estudo Técnico de Avaliação do Estado Actual das Áreas de Conservação em Angola e Planos de detalhados para Reabilitação das Áreas de Conservação (Parque Nacionais do Mavinga e Luengue-Luiana	1	'00081396	15	MINAMB	260.000,00	227.670,77
EU	11-05-2016	CONSTRUÇÕES SERRA E FILHOS LDA	Infraestrutura (Escritório, Armazém, Garagem) na Espinheira, generator fence, Camp sites, House for fiscais, and Completion Pediva Gate	1	81396	100	MINAMB	443.495,30	388.349,68

GEF	03-01-2018	CONSTRUÇÕES SERRA E FILHOS LDA	Reabilitação de sistema de Agua e Esgoto em Espinheira, Bebedores animais selvagen	1	81396	100	MINAMB	40.244,35	35.240,24
EU	15-07-2016	TRANSTONS IMPORT/EXPORT	Energia Solar no Parque IONA	1	81396	100	MINAMB	119.837,00	104.936,08
EU	11-05-2016	MESG CONSTROI	Furos de Agua no Posto do Pediva e Salonjamba Parque do IONA	1	81396	75	MINAMB	70.000,00	61.295,98
GEF	14-06-2017	Tamar Tikva Ron	Levantamento da fauna de Mavinga e apoio técnico	1	81396	65	MINAMB	67.110,00	58.765,33
EU	14-06-2017	Consórcio ECUMBY e F.X.H.A. Lda	Água para as comunidades	4	81396	41	MINAMB	296.921,21	260.001,08
GEF	11-06-2016	BUSHKIES AERIAL PHOTOGRAPHY	Levantamento aéreo, para actualizar a pesquisa aérea de 2003 sobre a fauna bravia e o gado no P.N. do Iona	1	81396	100	MINAMB	82.140,57	71.926,95
GEF	06-11-2017	BUSHKIES AERIAL PHOTOGRAPHY	Levantamento aéreo de Cameia	1	81396	67	MINAMB	65.064,84	56.974,47

GEF	06-11-2017	BUSHKIES AERIAL PHOTOGRAPHY	Levantamento aéreo de Luengue-Luina e Mavinga	1	81396	100	MINAMB	98.237,50	86.022,33
EU	15-06-2017	YONA SAFARIS LDA	Apoio as comunidades	1	81396	100	MINAMB	132.666,94	116.170,71
EU	02-03-2014	MAJORIS	Construção de Posto de Fiscal em Salondjamba	1	81396	100	MINAMB	86.280,00	75.551,67
EU	02-03-2014	MAJORIS	Reabilitação de construções em Salondjamba	1	81396	100	MINAMB	67.583,20	59.179,69
EU	02-03-2014	MAJORIS	Recuperação e remodelação de casas antigas em Espinheira	1	81396	100	MINAMB	91.607,50	80.216,73
EU	02-03-2014	MAJORIS	Construção de Posto de Fiscal em Pediva	1	81396	100	MINAMB	61.750,00	54.071,81
EU	02-03-2014	MAJORIS	Portão de Salondjamba	1	81396	100	MINAMB	229.840,00	201.260,96
EU	02-03-2014	MAJORIS	Portão de Pediva	1	81396	50	MINAMB	229.840,00	201.260,96
EU	07-02-2016	Liga Liga 4 de Abril	Comunicação do Plano de Gestão	1	81396	35	MINAMB	75.000,00	65.674,26

Annex 5: METT Scorecard for Iona National Park (vers. 20 April 2018)

Section 1



Tool for Biodiversity Projects in GEF-3, GEF-4, and GEF-5

Objective 1: Catalyzing Sustainability of Protected Area Systems

SECTION I

Objective: To measure progress in achieving the impacts and outcomes established at the portfolio level under the biodiversity focal area.

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.

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.

Guidance in Applying GEF Tracking Tools: GEF tracking tools are applied three times: at CEO endorsement, at project mid-term, and at project completion.

Submission: The finalized tracking tool will be cleared by the GEF Agencies as being correctly completed.

Important: Please read the Guidelines posted on the GEF website before entering your data

I. General Data	Please indicate your answer here	Notes
Project Title	National Biodiversity Project (Conservation of Iona National Park)	

GEF Project ID	4082	
Agency Project ID	4581	
Implementing Agency	UNDP	
Project Type	FSP	FSP or MSP
Country	Angola	
Region	AFR	
Date of submission of the tracking tool	April 20, 2018	Month DD, YYYY (e.g., May 12, 2010)
Name of reviewers completing tracking tool and completion date	Vanessa Falkowski, Goetz Schroth	
Planned project duration	5	years
Actual project duration	5	years
Lead Project Executing Agency (ies)	Ministry of Environment of Angola; National Institute of Biodiversity and Protected Areas	
Date of Council/CEO Approval	March 30, 2012	Month DD, YYYY (e.g., May 12, 2010)
GEF Grant (US\$)	2,000,000	
Cofinancing expected (US\$)	6,405,000	including € 3.9 million from EU
II. Total Extent in hectares of protected areas targeted by the project by biome type	Please indicate your answer here	
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	1515000	ha
Tropical and subtropical moist broadleaf forests (tropical and subtropical, humid)	0	ha
Tropical and subtropical dry broadleaf forests (tropical and subtropical, semi-humid)	0	ha
Tropical and subtropical coniferous forests (tropical and subtropical, semi-humid)	0	ha
Temperate broadleaf and mixed forests (temperate, humid)	0	ha
Temperate coniferous forests (temperate, humid to semi-humid)	0	ha
Boreal forests/taiga (subarctic, humid)	0	ha
Tropical and subtropical grasslands, savannas, and shrublands (tropical and subtropical, semi-arid)	0	ha
Temperate grasslands, savannas, and shrublands (temperate, semi-arid)	0	ha
Flooded grasslands and savannas (temperate to tropical, fresh or brackish water inundated)	0	ha
Mangroves	0	ha
Montane grasslands and shrublands (alpine or montane climate)	0	ha
Tundra (Arctic)	0	ha
Mediterranean forests, woodlands, and scrub or Sclerophyll forests (temperate warm, semi-humid to semi-arid with winter rainfall)	0	ha
Deserts and xeric shrublands (temperate to tropical, arid)	1 515 000	ha
Mangrove (subtropical and tropical, salt water inundated)	0	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	0	ha
Large river deltas	0	ha
Polar freshwaters	0	ha
Montane freshwaters	0	ha
Temperate coastal rivers	0	ha
Temperate floodplain rivers and wetlands	0	ha
Temperate upland rivers	0	ha

Tropical and subtropical coastal rivers	0	ha
Tropical and subtropical floodplain rivers and wetlands	0	ha
Tropical and subtropical upland rivers	0	ha
Xeric freshwaters and endorheic basins	0	ha
Oceanic islands	0	ha
Marine (insert total hectares for marine and then distinguish coverage between each of the following zones)		
Total hectares	0	ha
Coral reefs	0	ha
Estuaries	0	ha
Ocean (beyond EEZ)	0	ha
III. Please complete the table below for the protected areas that are the target of the GEF intervention and add new sections for each protected area if the project extends beyond four Pas. Use NA for not applicable.	Please indicate your answer here	EN
1. Protected Area		
Name of Protected Area	Iona National Park	
Is this a new protected area?	0	Yes = 1, No = 0
Area in Hectares	1 515 000	ha, Please specify biome type
Global designation or priority lists	0	(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>
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Section 2



ool for Biodiversity Projects in GEF-3, GEF-4, and GEF-5

Objective 1: Catalyzing Sustainability of Protected Area Systems

SECTION II: Management Effectiveness Tracking Tool for Protected Areas

Note: Please complete the management effectiveness tracking tool for **EACH** protected area that is the target of the GEF intervention and create a new worksheet for each.

Structure and content of the Tracking Tool - Objective 1. Section II:

The Tracking Tool has two main sections: datasheets and assessment form. Both sections should be completed.

1. Datasheets: the data sheet comprises of two separate sections:

- ü Data sheet 1: records details of the assessment and some basic information about the site, such as name, size and location etc.
- ü Data sheet 2: provides a generic list of threats which protected areas can face. On this data sheet the assessors are asked to identify threats and rank their impact on the protected area.

2. Assessment Form: the assessment is structured around 30 questions presented in table format which includes three columns for recording details of the assessment, all of which should be completed.

Important: Please read the Guidelines posted on the GEF website before entering your data

Data Sheet 1: Reporting Progress at Protected Area Sites	Please indicate your answer here	Notes
Name, affiliation and contact details for person responsible for completing the METT (email etc.)	Vanessa Falkowski (UNDP) vanessa.falkowski@undp.org; Goetz Schroth (UNDP) goetz.schroth@undp.org	
Date assessment carried out	April 20, 2018	Month DD, YYYY (e.g., May 12, 2010)
Name of protected area	Iona National Park	
WDPA site code (these codes can be found on www.unep-wcmc.org/wdpa/)		
Designations(please choose 1-3)	1	1: National 2: IUCN Category 3: International (please complete lines 35-69 as necessary)
Country	Angola	
Location of protected area (province and if possible map reference)	Namibe	
Date of establishment	1937	

Ownership details (please choose 1-4)	1	1: State 2: Private 3: Community 4: Other
Management Authority	MINAMB	
Size of protected area (ha)	1515000	
Number of Permanent staff	0	
Number of Temporary staff	22	
Annual budget (US\$) for recurrent (operational) funds – excluding staff salary costs	\$10,000	
Annual budget (US\$) for project or other supplementary funds – excluding staff salary costs	\$100,000	
What are the main values for which the area is designated	Biodiversity conservation	
List the two primary protected area management objectives in below:		
Management objective 1	Biodiversity conservation	
Management objective 2	Sustainable resource use	
No. of people involved in completing assessment	2	
Including: (please choose 1-8)	8	1: PA manager 2: PA staff 3: Other PA agency staff 4: Donors 5: NGOs6: External experts7: Local community 8: Other
Information on International Designations	Please indicate your answer here	
UNESCO World Heritage site (see: http://whc.unesco.org/en/list)		
Date Listed		

Site name		
Site area		
Geographical co-ordinates		
Criteria for designation		(i.e. criteria i to x)
Statement of Outstanding Universal Value		
Ramsar site (see: http://ramsar.wetlands.org)		
Date Listed		
Site name		
Site area		
Geographical number		
Reason for Designation (see Ramsar Information Sheet)		
UNESCO Man and Biosphere Reserves (see: http://www.unesco.org/new/en/natural-sciences/environment/ecological-sciences/man-and-biosphere-programme/)		
Date Listed		
Site name		
Site area		Total, Core, Buffer, and Transition Totale, Zone Centrale, Zone tampon, et Zone de transition Total, Área Central, Zona Tampão, Zona de Trasição
Geographical co-ordinates		
Criteria for designation		
Fulfilment of three functions of MAB		conservation, development and logistic support
Please list other designations (i.e. ASEAN Heritage, Natura 2000) and any supporting information below		
		Name

		Detail
		Name
		Detail
		Name
		Detail
Data Sheet 2: Protected Areas Threats (please complete a Data Sheet of threats and assessment for each protected area of the project).		
Please choose all relevant existing threats as either of high, medium or low significance. Threats ranked as of high significance are those which are seriously degrading values; medium are those threats having some negative impact and those characterised as low are threats which are present but not seriously impacting values or N/A where the threat is not present or not applicable in the protected area.		
1. Residential and commercial development within a protected area		
Threats from human settlements or other non-agricultural land uses with a substantial footprint		
1.1 Housing and settlement	2	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
1.2 Commercial and industrial areas	1	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
1.3 Tourism and recreation infrastructure	2	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
2. Agriculture and aquaculture within a protected area		
Threats from farming and grazing as a result of agricultural expansion and intensification, including silviculture, mariculture and aquaculture		

2.1 Annual and perennial non-timber crop cultivation	2	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
2.1a Drug cultivation	0	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
2.2 Wood and pulp plantations	0	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
2.3 Livestock farming and grazing	2	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
2.4 Marine and freshwater aquaculture	0	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
3. Energy production and mining within a protected area		
Threats from production of non-biological resources		
3.1 Oil and gas drilling	1	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
3.2 Mining and quarrying	1	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
3.3 Energy generation, including from hydropower dams	2	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta

4. Transportation and service corridors within a protected area		
Threats from long narrow transport corridors and the vehicles that use them including associated wildlife mortality		
4.1 Roads and railroads (include road-killed animals)	2	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
4.2 Utility and service lines (e.g. electricity cables, telephone lines,)	0	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
4.3 Shipping lanes and canals	0	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
4.4 Flight paths	0	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
5. Biological resource use and harm within a protected area		
Threats from consumptive use of "wild" biological resources including both deliberate and unintentional harvesting effects; also persecution or control of specific species (note this includes hunting and killing of animals)		
5.1 Hunting, killing and collecting terrestrial animals (including killing of animals as a result of human/wildlife conflict)	3	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
5.2 Gathering terrestrial plants or plant products (non-timber)	1	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta

5.3 Logging and wood harvesting	2	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
5.4 Fishing, killing and harvesting aquatic resources	2	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
6. Human intrusions and disturbance within a protected area		
Threats from human activities that alter, destroy or disturb habitats and species associated with non-consumptive uses of biological resources		
6.1 Recreational activities and tourism	2	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
6.2 War, civil unrest and military exercises	1	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
6.3 Research, education and other work-related activities in protected areas	0	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
6.4 Activities of protected area managers (e.g. construction or vehicle use, artificial watering points and dams)	2	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
6.5 Deliberate vandalism, destructive activities or threats to protected area staff and visitors	1	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
7. Natural system modifications		

Threats from other actions that convert or degrade habitat or change the way the ecosystem functions		
7.1 Fire and fire suppression (including arson)	1	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
7.2 Dams, hydrological modification and water management/use	2	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
7.3a Increased fragmentation within protected area	1	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
7.3b Isolation from other natural habitat (e.g. deforestation, dams without effective aquatic wildlife passages)	1	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
7.3c Other 'edge effects' on park values	2	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
7.3d Loss of keystone species (e.g. top predators, pollinators etc)	3	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
8. Invasive and other problematic species and genes		
Threats from terrestrial and aquatic non-native and native plants, animals, pathogens/microbes or genetic materials that have or are predicted to have harmful effects on biodiversity following introduction, spread and/or increase		

8.1 Invasive non-native/alien plants (weeds)	1	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
8.1a Invasive non-native/alien animals	1	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
8.1b Pathogens (non-native or native but creating new/increased problems)	0	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
8.2 Introduced genetic material (e.g. genetically modified organisms)	0	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
9. Pollution entering or generated within protected area		
Threats from introduction of exotic and/or excess materials or energy from point and non-point sources		
9.1 Household sewage and urban waste water	1	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
9.1a Sewage and waste water from protected area facilities (e.g. toilets, hotels etc)	1	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
9.2 Industrial, mining and military effluents and discharges (e.g. poor water quality discharge from dams, e.g. unnatural temperatures, de-oxygenated, other pollution)	0	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta

9.3 Agricultural and forestry effluents (e.g. excess fertilizers or pesticides)	1	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
9.4 Garbage and solid waste	1	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
9.5 Air-borne pollutants	0	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
9.6 Excess energy (e.g. heat pollution, lights etc)	0	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
10. Geological events		
Geological events may be part of natural disturbance regimes in many ecosystems. But they can be a threat if a species or habitat is damaged and has lost its resilience and is vulnerable to disturbance. Management capacity to respond to some of these changes may be limited.		
10.1 Volcanoes	0	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
10.2 Earthquakes/Tsunamis	0	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
10.3 Avalanches/ Landslides	0	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta

10.4 Erosion and siltation/ deposition (e.g. shoreline or riverbed changes)	2	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
11. Climate change and severe weather		
Threats from long-term climatic changes which may be linked to global warming and other severe climatic/weather events outside of the natural range of variation		
11.1 Habitat shifting and alteration	2	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
11.2 Droughts	2	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
11.3 Temperature extremes	1	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
11.4 Storms and flooding	1	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
12. Specific cultural and social threats		
12.1 Loss of cultural links, traditional knowledge and/or management practices	3	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
12.2 Natural deterioration of important cultural site values	1	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta

12.3 Destruction of cultural heritage buildings, gardens, sites etc	1	0: N/A-- s/o -- não aplic. 1: Low-- faibles -- baixa 2: Medium-- moyennes -- média 3: High-- élevées -- alta
Assessment Form		
1. Legal status: Does the protected area have legal status (or in the case of private reserves is covered by a covenant or similar)?	3	0: The protected area is not gazetted/covenanted 1: There is agreement that the protected area should be gazetted/covenanted but the process has not yet begun 2: The protected area is in the process of being gazetted/covenanted but the process is still incomplete (includes sites designated under international conventions, such as Ramsar, or local/traditional law such as community conserved areas, which do not yet have national legal status or covenant) 3: The protected area has been formally gazetted/covenanted
Comments and Next Steps		
2. Protected area regulations: Are appropriate regulations in place to control land use and activities (e.g. hunting)?	2	0: There are no regulations for controlling land use and activities in the protected area 1: Some regulations for controlling land use and activities in the protected area exist but these are major weaknesses 2: Regulations for controlling land use and activities in the protected area exist but there are some weaknesses or gaps 3: Regulations for controlling inappropriate land use and activities in the protected area exist and provide an excellent basis for management

Comments and Next Steps		
3. Law Enforcement: Can staff (i.e. those with responsibility for managing the site) enforce protected area rules well enough?	1	<p>0: The staff have no effective capacity/resources to enforce protected area legislation and regulations</p> <p>1: There are major deficiencies in staff capacity/resources to enforce protected area legislation and regulations (e.g. lack of skills, no patrol budget, lack of institutional support)</p> <p>2: The staff have acceptable capacity/resources to enforce protected area legislation and regulations but some deficiencies remain</p> <p>3: The staff have excellent capacity/resources to enforce protected area legislation and regulations</p>
Comments and Next Steps		
4. Protected area objectives: Is management undertaken according to agreed objectives?	2	<p>0: No firm objectives have been agreed for the protected area</p> <p>1: The protected area has agreed objectives, but is not managed according to these objectives</p> <p>2: The protected area has agreed objectives, but is only partially managed according to these objectives</p> <p>3: The protected area has agreed objectives and is managed to meet these objectives</p>
Comments and Next Steps		

<p>5. Protected area design: Is the protected area the right size and shape to protect species, habitats, ecological processes and water catchments of key conservation concern?</p>	<p>2</p>	<p>0: Inadequacies in protected area design mean achieving the major objectives of the protected area is very difficult 1: Inadequacies in protected area design mean that achievement of major objectives is difficult but some mitigating actions are being taken (e.g. agreements with adjacent land owners for wildlife corridors or introduction of appropriate catchment management) 2: Protected area design is not significantly constraining achievement of objectives, but could be improved (e.g. with respect to larger scale ecological processes) 3: Protected area design helps achievement of objectives; it is appropriate for species and habitat conservation; and maintains ecological processes such as surface and groundwater flows at a catchment scale, natural disturbance patterns etc</p>
<p>Comments and Next Steps</p>		
<p>6. Protected area boundary demarcation: Is the boundary known and demarcated?</p>	<p>1</p>	<p>0: The boundary of the protected area is not known by the management authority or local residents/neighbouring land users 1: The boundary of the protected area is known by the management authority but is not known by local residents/neighbouring land users 2: The boundary of the protected area is known by both the management authority and local residents/neighbouring land users but is not appropriately demarcated 3: The boundary of the protected area is known by the management authority and</p>

		local residents/neighbouring land users and is appropriately demarcated
Comments and Next Steps		
7. Management plan: Is there a management plan and is it being implemented?	2	<p>0: There is no management plan for the protected area</p> <p>1: A management plan is being prepared or has been prepared but is not being implemented</p> <p>2: A management plan exists but it is only being partially implemented because of funding constraints or other problems</p> <p>3: A management plan exists and is being implemented</p>
Comments and Next Steps		
7.a Planning process: The planning process allows adequate opportunity for key stakeholders to influence the management plan	1	0: No1: Yes
Comments and Next Steps		
7.b Planning process: There is an established schedule and process for periodic review and updating of the management plan	0	0: No1: Yes
Comments and Next Steps		
7.c Planning process: The results of monitoring, research and evaluation are routinely incorporated into planning	0	0: No1: Yes
Comments and Next Steps		

8. Regular work plan: Is there a regular work plan and is it being implemented	2	<p>0: No regular work plan exists</p> <p>1: A regular work plan exists but few of the activities are implemented</p> <p>2: A regular work plan exists and many activities are implemented</p> <p>3: A regular work plan exists and all activities are implemented</p>
Comments and Next Steps		
9. Resource inventory: Do you have enough information to manage the area?	2	<p>0: There is little or no information available on the critical habitats, species and cultural values of the protected area</p> <p>1: Information on the critical habitats, species, ecological processes and cultural values of the protected area is not sufficient to support planning and decision making</p> <p>2: Information on the critical habitats, species, ecological processes and cultural values of the protected area is sufficient for most key areas of planning and decision making</p> <p>3: Information on the critical habitats, species, ecological processes and cultural values of the protected area is sufficient to support all areas of planning and decision making</p>
Comments and Next Steps		
10. Protection systems: Are systems in place to control access/resource use in the protected area?	1	<p>0: Protection systems (patrols, permits etc) do not exist or are not effective in controlling access/resource use</p> <p>1: Protection systems are only partially effective in controlling access/resource use</p> <p>2: Protection systems are moderately effective in controlling access/resource use</p> <p>3: Protection systems are largely or wholly</p>

		effective in controlling access/ resource use
Comments and Next Steps		
11. Research: Is there a programme of management-orientated survey and research work?	2	<p>0: There is no survey or research work taking place in the protected area</p> <p>1: There is a small amount of survey and research work but it is not directed towards the needs of protected area management</p> <p>2: There is considerable survey and research work but it is not directed towards the needs of protected area management</p> <p>3: There is a comprehensive, integrated programme of survey and research work, which is relevant to management needs</p>
Comments and Next Steps		
12. Resource management: Is active resource management being undertaken?	1	<p>0: Active resource management is not being undertaken</p> <p>1: Very few of the requirements for active management of critical habitats, species, ecological processes and cultural values are being implemented</p> <p>2: Many of the requirements for active management of critical habitats, species, ecological processes and, cultural values are being implemented but some key issues are not being addressed</p> <p>3: Requirements for active management of critical habitats, species, ecological</p>

		processes and, cultural values are being substantially or fully implemented
Comments and Next Steps		
13. Staff numbers: Are there enough people employed to manage the protected area?	2	<p>0: There are no staff</p> <p>1: Staff numbers are inadequate for critical management activities</p> <p>2: Staff numbers are below optimum level for critical management activities</p> <p>3: Staff numbers are adequate for the management needs of the protected area</p>
Comments and Next Steps		
14. Staff training: Are staff adequately trained to fulfill management objectives?	1	<p>0: Staff lack the skills needed for protected area management</p> <p>1: Staff training and skills are low relative to the needs of the protected area</p> <p>2: Staff training and skills are adequate, but could be further improved to fully achieve the objectives of management</p> <p>3: Staff training and skills are aligned with the management needs of the protected area</p>
Comments and Next Steps		

15. Current budget: Is the current budget sufficient?	1	<p>0: There is no budget for management of the protected area</p> <p>1: The available budget is inadequate for basic management needs and presents a serious constraint to the capacity to manage</p> <p>2: The available budget is acceptable but could be further improved to fully achieve effective management</p> <p>3: The available budget is sufficient and meets the full management needs of the protected area</p>
Comments and Next Steps		
16. Security of budget: Is the budget secure?	1	<p>0: There is no secure budget for the protected area and management is wholly reliant on outside or highly variable funding</p> <p>1: There is very little secure budget and the protected area could not function adequately without outside funding</p> <p>2: There is a reasonably secure core budget for regular operation of the protected area but many innovations and initiatives are reliant on outside funding</p> <p>3: There is a secure budget for the protected area and its management needs</p>
Comments and Next Steps		
17. Management of budget: Is the budget managed to meet critical management needs?	2	<p>0: Budget management is very poor and significantly undermines effectiveness (e.g. late release of budget in financial year)</p> <p>1: Budget management is poor and constrains effectiveness</p> <p>2: Budget management is adequate but could be improved</p> <p>3: Budget management is excellent and meets management needs</p>

Comments and Next Steps		
18. Equipment: Is equipment sufficient for management needs?	2	<p>0: There are little or no equipment and facilities for management needs</p> <p>1: There are some equipment and facilities but these are inadequate for most management needs</p> <p>2: There are equipment and facilities, but still some gaps that constrain management</p> <p>3: There are adequate equipment and facilities</p>
Comments and Next Steps		
19. Maintenance of equipment: Is equipment adequately maintained?	1	<p>0: There is little or no maintenance of equipment and facilities</p> <p>1: There is some ad hoc maintenance of equipment and facilities</p> <p>2: There is basic maintenance of equipment and facilities</p> <p>3: Equipment and facilities are well maintained</p>
Comments and Next Steps		
20. Education and awareness: Is there a planned education programme linked to the objectives and needs?	1	<p>0: There is no education and awareness programme</p> <p>1: There is a limited and ad hoc education and awareness programme</p> <p>2: There is an education and awareness programme but it only partly meets needs and could be improved</p> <p>3: There is an appropriate and fully implemented education and awareness programme</p>
Comments and Next Steps		

21. Planning for land and water use: Does land and water use planning recognise the protected area and aid the achievement of objectives?	0	0: Adjacent land and water use planning does not take into account the needs of the protected area and activities/policies are detrimental to the survival of the area 1: Adjacent land and water use planning does not take into account the long term needs of the protected area, but activities are not detrimental to the area 2: Adjacent land and water use planning partially takes into account the long term needs of the protected area 3: Adjacent land and water use planning fully takes into account the long term needs of the protected area
Comments and Next Steps		
21a. Land and water planning for habitat conservation: Planning and management in the catchment or landscape containing the protected area incorporates provision for adequate environmental conditions (e.g. volume, quality and timing of water flow, air pollution levels etc) to sustain relevant habitats.	0	0: No1: Yes
Comments and Next Steps		
21b. Land and water planning for habitat conservation: Management of corridors linking the protected area provides for wildlife passage to key habitats outside the protected area (e.g. to allow migratory fish to travel between freshwater spawning sites and the sea, or to allow animal migration).	0	0: No1: Yes
Comments and Next Steps		
21c. Land and water planning for habitat conservation: "Planning addresses ecosystem-specific needs and/or the needs of particular species of concern at an ecosystem scale (e.g. volume, quality and timing of freshwater flow to sustain particular species, fire management to maintain savannah	1	0: No1: Yes

habitats etc.)"		
Comments and Next Steps		
22. State and commercial neighbours: Is there co-operation with adjacent land and water users?	1	<p>0: There is no contact between managers and neighbouring official or corporate land and water users</p> <p>1: There is contact between managers and neighbouring official or corporate land and water users but little or no cooperation</p> <p>2: There is contact between managers and neighbouring official or corporate land and water users, but only some co-operation</p> <p>3: There is regular contact between managers and neighbouring official or corporate land and water users, and substantial co-operation on management</p>
Comments and Next Steps		
23. Indigenous people: Do indigenous and traditional peoples resident or regularly using the protected area have input to management decisions?	1	<p>0: Indigenous and traditional peoples have no input into decisions relating to the management of the protected area</p> <p>1: Indigenous and traditional peoples have some input into discussions relating to management but no direct role in management</p> <p>2: Indigenous and traditional peoples directly contribute to some relevant decisions relating to management but their involvement could be improved</p> <p>3: Indigenous and traditional peoples directly participate in all relevant decisions relating to management, e.g. co-</p>

		management
Comments and Next Steps		
24. Local communities: Do local communities resident or near the protected area have input to management decisions?	0	<p>0: Local communities have no input into decisions relating to the management of the protected area</p> <p>1: Local communities have some input into discussions relating to management but no direct role in management</p> <p>2: Local communities directly contribute to some relevant decisions relating to management but their involvement could be improved</p> <p>3: Local communities directly participate in all relevant decisions relating to management, e.g. co-management</p>
Comments and Next Steps		
24 a. Impact on communities: There is open communication and trust between local and/or indigenous people, stakeholders and protected area managers	0	0: No1: Yes
Comments and Next Steps		
24 b. Impact on communities: Programmes to enhance community welfare, while conserving protected area resources, are being implemented	1	0: No1: Yes
Comments and Next Steps		

24 c. Impact on communities: Local and/or indigenous people actively support the protected area	0	0: No1: Yes
Comments and Next Steps		
25. Economic benefit: Is the protected area providing economic benefits to local communities, e.g. income, employment, payment for environmental services?	1	0: The protected area does not deliver any economic benefits to local communities 1: Potential economic benefits are recognised and plans to realise these are being developed 2: There is some flow of economic benefits to local communities 3: There is a major flow of economic benefits to local communities from activities associated with the protected area
Comments and Next Steps		
26. Monitoring and evaluation: Are management activities monitored against performance?	2	0: There is no monitoring and evaluation in the protected area 1: There is some ad hoc monitoring and evaluation, but no overall strategy and/or no regular collection of results 2: There is an agreed and implemented monitoring and evaluation system but results do not feed back into management 3: A good monitoring and evaluation system exists, is well implemented and used in adaptive management
Comments and Next Steps		
27. Visitor facilities: Are visitor facilities adequate?	1	0: There are no visitor facilities and services despite an identified need 1: Visitor facilities and services are inappropriate for current levels of visitation 2: Visitor facilities and services are adequate for current levels of visitation but could be improved 3: Visitor facilities and services are excellent

		for current levels of visitation
Comments and Next Steps		
28. Commercial tourism operators: Do commercial tour operators contribute to protected area management?	2	<p>0: There is little or no contact between managers and tourism operators using the protected area</p> <p>1: There is contact between managers and tourism operators but this is largely confined to administrative or regulatory matters</p> <p>2: There is limited co-operation between managers and tourism operators to enhance visitor experiences and maintain protected area values</p> <p>3: There is good co-operation between managers and tourism operators to enhance visitor experiences, and maintain protected area values</p>
Comments and Next Steps		
29. Fees: If fees (i.e. entry fees or fines) are applied, do they help protected area management?	1	<p>0: Although fees are theoretically applied, they are not collected</p> <p>1: Fees are collected, but make no contribution to the protected area or its environs</p> <p>2: Fees are collected, and make some contribution to the protected area and its environs</p> <p>3: Fees are collected and make a substantial contribution to the protected area and its environs</p>

Comments and Next Steps		
30. Condition of values: What is the condition of the important values of the protected area as compared to when it was first designated?	2	0: Many important biodiversity, ecological or cultural values are being severely degraded 1: Some biodiversity, ecological or cultural values are being severely degraded 2: Some biodiversity, ecological and cultural values are being partially degraded but the most important values have not been significantly impacted 3: Biodiversity, ecological and cultural values are predominantly intact
Comments and Next Steps		
30a: Condition of values: The assessment of the condition of values is based on research and/or monitoring	0	0: No1: Yes
Comments and Next Steps		
30b: Condition of values Specific management programmes are being implemented to address threats to biodiversity, ecological and cultural values	0	0: No1: Yes
Comments and Next Steps		
30c: Condition of values: Activities to maintain key biodiversity, ecological and cultural values are a routine part of park management	0	0: No1: Yes
Comments and Next Steps		
TOTAL SCORE	45	The increase against the baseline is explained by a very low baseline (0 for many indicators) and a certain level of progress in many of the measured indicators as a result of the presence of park staff and the normal activities of the project and the park management.
	44%	

Section 3



Tool for Biodiversity Projects in GEF-3, GEF-4, and GEF-5

**Objective 1: Catalyzing Sustainability of Protected Area Systems****SECTION III: Financial Sustainability Scorecard**

Note: Please complete the financial sustainability scorecard for each project that is focusing on improving the financial sustainability of a PA system or an individual PA, per outcome 1.2 in the GEF biodiversity strategy. As we did in GEF-4, we will use the scorecard that was developed by Andrew Bovarnick of UNDP as it addresses our needs in a comprehensive fashion.

The scorecard has three sections:

Part I – Overall financial status of the protected areas system. This includes basic protected area information and a financial analysis of the national protected area system.

Part II – Assessing elements of the financing system.

Part III – Scoring.

Important: Please read the Guidelines posted on the GEF website before entering your data

Part I: Protected Areas System, sub-systems and networks

Part I requires financial data to determine the costs, revenues and financing gaps of the PA system both in the current year and as forecast for the future. It provides a quantitative analysis of the PA system and shows the financial data needed by PA planners needed to determine financial targets and hence the quantity of additional funds required to finance effective management of their PA system. As different countries have different accounting systems certain data requirements may vary in their relevance for each country. However, where financial data is absent, the first activity the PA authority should be to generate and collect the data.

Part 1.1 – Basic Information on Country's National Protected Area System, Sub-systems and Networks. Detail in the Table every sub-system and network within the national system of protected areas in the country.

Protected Areas System, sub-systems and networks	Number of sites	Terrestrial hectares covered	Marine hectares covered[1]	Total hectares covered	Institution responsible for PA management
National System of PAs					
Sub-system					
Network					
Angola protected area system	13	8,232,220	0	8,232,200	MINAMB
[1] MPAs should be detailed separately to terrestrial PAs as they tend to be much larger in size and have different cost structures					
Part 1.2 – Financial Analysis of the National Protected Area System					
Financial Analysis of the Sub-System or Network –[insert name of Sub-System or Network]	Baseline year 2012 (US\$) [1][2]	Year 2017-8 (US\$) [3][4]	Comments Add the source of data and state confidence in data (low, medium, high)		
Available Finances[5]					
(1) Total annual central government budget allocated to PA management (excluding donor funds and revenues generated for the PA system)	1,500,000	1,239,000	In dollars, General Government Budget 2018. Medium confidence		
- operational budget (salaries, maintenance, fuel etc)	-	1,239,000	In dollars, General Government Budget 2018. Medium confidence		
- infrastructure investment budget (roads, visitor centres etc)	-	-			
(2) Extra budgetary funding for PA					

management			
- Total of A + B -	300,000	2,500,000	
A. Funds channelled through government - total	0	0	
- PA dedicated taxes	0	0	
- Trust Funds	0	0	
- Donor funds	0	0	
- Loans	0	0	
- Debt for nature swaps	0	0	
- Others	0	0	
B. Funds channelled through third party/independent institutional arrangements – total	300,000	2,500,000	
- Trust Funds	0	0	
- Donor funds	300,000	2,500,000	In dollars, GEF/EU Iona project 2017-8 expenses - 1 500 000; GEF 5 Expansion - 1 000 000
- Loans	0	0	
- Others	0	0	
(3) Total annual site based revenue generation across all PAs broken down by source[6]			
- Total	0	145,000	from INBAC, 2017

A. Tourism entrance fees	0	55,000	from INBAC, 2017
B. Other tourism and recreational related fees (camping, fishing permits etc)	0	0	
C. Income from concessions	0	90,000	from INBAC, 2017
D. Payments for ecosystem services (PES)	0	0	
- water	0	0	
- carbon	0	0	
- biodiversity	0	0	
E. Other non-tourism related fees and charges (specify each type of revenue generation mechanism)	0	0	
- scientific research fees	0	0	
- genetic patents	0	0	
- pollution charges	0	0	
- sale of souvenirs from state run shops	0	0	
(4) Percentage of PA generated revenues retained in the PA system for re-investment[8]	0	100%	Of park entrance fees, 20% are retained locally for park administration and 80% are allocated by INBAC to the PA system as a whole

(5) Total finances available to the PA system [line item 1+2.A+2.B]+ [line item 3 * line item 4]	1,800,000	3,884,000	
Available for operations	-	-	
Available for infrastructure investment	-	-	
Costs and Financing Needs			
(1) Total annual expenditure for PAs (all PA operating and investment costs and system level expenses)[9]	1,800,000	3,739,000	INBAC, Medium confidence
- by government	1,500,000	1,239,000	
- by independent/other channels	300,000	2,500,000	
(2) Estimation of PA system financing needs			
A. Estimated financing needs for <i>basic</i> management costs (operational and investments) to be covered		15,000,000	INBAC, medium confidence
- PA central system level operational costs (salaries, office maintenance etc)			
- PA site management operational costs			
- PA site infrastructure investment costs			
- PA system capacity building costs for central and site levels (training, strategy, policy reform etc)			
B. Estimated financing needs for <i>optimal</i>		-	this has not been estimated

management costs (operational and investments) to be covered			
- PA central system level operational costs (salaries, office maintenance etc)		-	
- PA site management operational costs		-	
- PA site infrastructure investment costs		-	
- PA system capacity building costs for central and site levels (training, strategy, policy reform etc)		-	
C. Estimated financial needs to expand the PA systems to be fully ecologically representative		-	
- basic management costs for new PAs		-	
- optimal management costs for new PAs		-	
Annual financing gap (financial needs – available finances)[10]			
1. Net actual annual surplus/deficit[11]	0	145,000	
2. Annual financing gap for basic management scenarios		11,116,000	
Operations			
Infrastructure investment			
3. Annual financing gap for optimal management scenarios			
Operations			
Infrastructure investment			
4. Annual financing gap for basic management of an expanded PA system (current network costs plus annual costs of adding more PAs)			

5. Projected annual financing gap for basic expenditure scenario in year X+5 ^{[12],[13]}			
Financial data collection needs			
Specify main data gaps identified from this analysis:			
Specify actions to be taken to fill data gaps ^[14] :			
[1] The baseline year refers to the year the Scorecard was completed for the first time and remains fixed. Insert year eg 2007.			
[2] Insert in footnote the local currency and exchange rate to US\$ and date of rate (eg US\$1=1000 colones, August 2007)			
[3] X refers to the year the Scorecard is completed and should be inserted (eg 2008). For the first time the Scorecard is completed X will be the same as the baseline year. For subsequent years insert an additional column to present the data for each year the Scorecard is completed.			
[4] Insert in footnote the local currency and exchange rate to US\$ and date of rate			
[5] This section unravels sources of funds available to PAs, categorized by (i) government core budget (line item 1), (ii) additional government funds (line item 2), and (iii) PA generated revenues (line item 3).			
[6] This data should be the total for all the PA systems to indicate total revenues. If data is only available for a specific PA system specify which system			
[7] Note this will include non monetary values and hence will differ (be greater) than revenues			
[8] This includes funds to be shared by PAs with local stakeholders			
[9] In some countries actual expenditure differs from planned expenditure due to disbursement difficulties. In this case actual expenditure should be presented and a note on disbursement rates and planned expenditures can be made in the Comments column.			
[10] Financing needs as calculated in (8) minus available			

financing total in (6)					
[11] This will likely be zero but some PAs may have undisbursed funds and some with autonomous budgets may have deficits					
[12] This data is useful to show the direction and pace of the PA system towards closing the finance gap. This line can only be completed if a long term financial analysis of the PA system has been undertaken for the country					
[13] As future costs are projected, initial consideration should be given to upcoming needs of PA systems to adapt to climate change which may include incorporating new areas into the PA system to facilitate habitat changes and migration					
[14] Actions may include (i) cost data based on site based management plans and extrapolation of site costs across a PA system and (ii) revenue and budget accounts and projections					
<p>Part II of the scorecard is compartmentalized into three fundamental components for a fully functioning financial system at the site and system level – (i) legal, regulatory and institutional frameworks, (ii) business planning and tools for cost-effective management (eg accounting practices) and (iii) tools for revenue generation.</p> <p>COMPONENT 1: LEGAL, REGULATORY AND INSTITUTIONAL FRAMEWORKS THAT ENABLE SUSTAINABLE PA FINANCING Legal, policy, regulatory and institutional frameworks affecting PA financing systems need to be clearly defined and supportive of effective financial planning, revenue generation, revenue retention and management. Institutional responsibilities must be clearly delineated and agreed, and an enabling policy and legal environment in place. Institutional governance structures must enable and require the use of effective, transparent mechanisms for allocation, management and accounting of revenues and expenditures.</p> <p>COMPONENT 2: BUSINESS PLANNING AND TOOLS FOR COST-EFFECTIVE MANAGEMENT Financial planning, accounting and business planning are important tools for cost-effective management when undertaken on a regular and systematic basis. Effective financial planning requires accurate knowledge not only of revenues, but also of expenditure levels, patterns and investment requirements. Options for balancing the costs/revenues equation should include equal consideration of revenue increases and cost control. Good financial planning enables PA managers to make strategic financial decisions such as allocating spending to match management priorities, and identifying appropriate cost reductions and potential cash flow problems. Improved planning can also help raise more funds as donors and governments feel more assured that their funds will be more effectively invested in the protected area system.</p> <p>COMPONENT 3: TOOLS FOR REVENUE GENERATION AND MOBILIZATION PA systems must be able to attract and take advantage of all existing and potential revenue mechanisms within the context of their overall management priorities. Diversification of revenue sources is a powerful strategy to reduce vulnerability to external shocks and dependency on limited government budgets. Sources of revenue for protected area systems can include traditional funding sources – tourism entrance fees – along with innovative ones such as debt swaps, tourism concession arrangements, payments for water and carbon services and in some cases, carefully controlled levels of resource extraction.</p>					

PART II: FINANCIAL SCORECARD – ASSESSING ELEMENTS OF THE FINANCING SYSTEM					
Component 1 –Legal, regulatory and institutional frameworks					
Element 1 – Legal, policy and regulatory support for revenue generation by PAs					
(i) Laws or policies are in place that facilitate PA revenue mechanisms	1	0: None 1: A few 2: Several 3: Fully			
(ii) Fiscal instruments such as taxes on tourism and water or tax breaks exist to promote PA financing	0	0: None 1: A few 2: Several 3: Fully			
Element 2 - Legal, policy and regulatory support for revenue retention and sharing within the PA system					
(i) Laws or policies are in place for PA revenues to be retained by the PA system	2	0: No 1: Under development 2: Yes, but needs improvement 3: Yes, satisfactory	Specify % to be retained: 80%		
(ii) Laws or policies are in place for PA revenues to be retained at the PA site level	2	0: No 1: Under development 2: Yes, but needs improvement 3: Yes, satisfactory	Specify % to be retained: 80%		
(iii) Laws or policies are in place for revenue sharing at the PA site level with local stakeholders	0	0: No 1: Under development 2: Yes, but needs			

		improvement 3: Yes, satisfactory			
Element 3 - Legal and regulatory conditions for establishing Funds (endowment, sinking or revolving)[1]					
(i) A Fund has been established and capitalized to finance the PA system	0	0: No 1: Established 2: Established with limited capital 3: Established with adequate capital			
(ii) Funds have been created to finance specific PAs	0	0: No 1: Partially 2: Quite well 3: Fully			
(iii) Fund expenditures are integrated with national PA financial planning and accounting	0	0: No 1: Partially 2: Quite well 3: Fully			
Element 4 - Legal, policy and regulatory support for alternative institutional arrangements for PA management to reduce cost burden to government					
(i) There are laws or policies which allow and regulate concessions for PA services	1	0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory			

(ii) There are laws or policies which allow and regulate co-management of PAs	1	0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory			
(iii) There are laws or policies which allow and regulate local government management of PAs	1	0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory			
(iv) There are laws which allow, promote and regulate private reserves	1	0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory			
Element 5 –National PA Financing Strategies					
(i) There are policies and/or regulations that exist for the following which should be part of a National PA Finance Strategy:					
- Comprehensive financial data and plans for a standardized and coordinated cost accounting systems (both input and activity based accounting)	0	0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory			

- Revenue generation and fee levels across PAs	0	0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory			
- Allocation of PA budgets to PA sites (criteria based on size, threats, business plans, performance etc)	0	0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory			
- Safeguards to ensure that revenue generation does not adversely affect conservation objectives of PAs	0	0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory			
- PA management plans to include financial data or associated business plans	1	0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory			
(ii) Degree of formulation, adoption and implementation of a national financing strategy[2]	0	0: Not begun 1: In progress 2: Completed and adopted 3: Under implementation			
Element 6 - Economic valuation of protected area systems (ecosystem services, tourism based employment etc)					

(i) Economic valuation studies on the contribution of protected areas to local and national development are available	0	0: None 1: Partial 2: Satisfactory 3: Full			
(ii) PA economic valuation influences government decision makers	0	0: None 1: Partial 2: Satisfactory 3: Full			
Element 7 - Improved government budgeting for PA systems					
(i) Government policy promotes budgeting for PAs based on financial need as determined by PA management plans	0	0: No 1: Partially 2: Yes			
(ii) PA budgets includes funds to finance threat reduction strategies in buffer zones (eg livelihoods of communities living around the PA)[3]	0	0: No 1: Partially 2: Yes			
(iii) Administrative (eg procurement) procedures facilitate budget to be spent, reducing risk of future budget cuts due to low disbursement rates	0	0: No 1: Partially 2: Yes			
(iii) Administrative (eg procurement) procedures facilitate budget to be spent, reducing risk of future budget cuts due to low disbursement rates	0	0: No 1: Partially 2: Yes			
(iv) Government plans to increase budget, over the long term, to reduce the PA financing gap	0	0: No 1: Partially 2: Yes			
Element 8 - Clearly defined institutional responsibilities for financial management of PAs					

(i) Mandates of public institutions regarding PA finances are clear and agreed	1	0: None 1: Partial 2: Improving 3: Full			
Element 9 - Well-defined staffing requirements, profiles and incentives at site and system level					
(i) Central level has sufficient economists and economic planners to improve financial sustainability of the system	0	0: None 1: Partial 2: Almost there 3: Full			
(ii) There is an organizational structure (eg a dedicated unit) with sufficient authority and coordination to properly manage the finances of the PA system	1	0: None 1: Partial 2: Almost there 3: Full			
(iii) At the regional and PA site level there is sufficient professional capacity to promote financial sustainability at site level	1	0: None 1: Partial 2: Almost there 3: Full			
(iv) PA site manager responsibilities include, financial management, cost-effectiveness and revenue generation [4]	1	0: None 1: Partial 2: Almost there 3: Full			
(v) Budgetary incentives motivate PA managers to promote site level financial sustainability (eg sites generating revenues do not necessarily experience budget cuts)	1	0: None 1: Partial 2: Almost there 3: Full			
(vi) Performance assessment of PA site managers includes assessment of sound financial planning, revenue generation, fee collection and cost-effective management	0	0: None 1: Partial 2: Almost there 3: Full			

(vii) There is capacity within the system for auditing PA finances	0	0: None 1: Partial 2: Almost there 3: Full			
(viii) PA managers have the possibility to budget and plan for the long-term (eg over 5 years)	0	0: None 1: Partial 2: Almost there 3: Full			
Total Score for Component 1	15	Actual score:			
	95	Total Possible: 95			
	16%	% achieved			
Component 2 – Business planning and tools for cost-effective management					
Element 1 – PA site-level management and business planning					
(i) Quality of PA management plans used, (based on conservation objectives, management needs and costs based on cost-effective analysis)	2	0: Does not exist 1: Poor 2: Decent 3: High quality	PA management has been elaborated for Iona NP, others are in progress		
(ii) PA management plans are used at PA sites across the PA system	1	0: Not begun 1: Early stages Below 25% of sites within the system 2: Near complete Above 70% of sites 3: Completed or 100% coverage	Management plans are being developed, but completed only for few parks		

(iii) Business plans, based on standard formats and linked to PA management plans and conservation objectives, are developed across the PA system[5]	0	0: Not begun 1: Early stages Below 25% of sites within the system 2: Near complete Above 70% of sites 3: Completed or 100% coverage			
(iv) Business plans are implemented across the PA system (degree of implementation measured by achievement of objectives)	0	0: Not begun 1: Early stages Below 25% of sites within the system 2: Near complete Above 70% of sites 3: Completed or 100% coverage			
(v) Business plans for PAs contribute to system level planning and budgeting	0	0: Not begun 1: Early stages Below 25% of sites within the system 2: Near complete Above 70% of sites 3: Completed or 100% coverage			
(vi) Costs of implementing management and business plans are monitored and contributes to cost-effective guidance and financial performance reporting	0	0: Not begun 1: Early stages Below 25% of sites within the system 2: Near complete Above 70% of sites 3: Completed or 100% coverage			

Element 2 - Operational, transparent and useful accounting and auditing systems					
(i) There is a transparent and coordinated cost (operational and investment) accounting system functioning for the PA system	0	0: None 1: Partial 2: Near complete 3: Fully completed			
(ii) Revenue tracking systems for each PA in place and operational	0	0: None 1: Partial 2: Near complete 3: Fully completed			
(iii) There is a system so that the accounting data contributes to system level planning and budgeting	0	0: None 1: Partial 2: Near complete 3: Fully completed			
Element 3 - Systems for monitoring and reporting on financial management performance					
(i) All PA revenues and expenditures are fully and accurately reported by PA authorities to stakeholders	0	0: None 1: Partial 2: Near complete 3: Complete and operational			
(ii) Financial returns on tourism related investments are measured and reported, where possible (eg track increase in visitor revenues before and after establishment of a visitor centre)	0	0: None 1: Partial 2: Near complete 3: Complete and operational			
(iii) A monitoring and reporting system in place to show how and why funds are allocated across PA sites and the central PA authority	0	0: None 1: Partial 2: Near complete 3: Complete and operational			

(iv) A reporting and evaluation system is in place to show how effectively PAs use their available finances (ie disbursement rate and cost-effectiveness) to achieve management objectives	0	0: None 1: Partial 2: Near complete 3: Complete and operational			
Element 4 - Methods for allocating funds across individual PA sites					
(i) National PA budget is allocated to sites based on agreed and appropriate criteria (eg size, threats, needs, performance)	0	0: No 1: Yes			
(ii) Funds raised by co-managed PAs do not reduce government budget allocations where funding gaps still exist	0	0: No 1: Yes			
Element 5 - Training and support networks to enable PA managers to operate more cost-effectively[6]					
(i) Guidance on cost-effective management developed and being used by PA managers	0	0: Absent 1: Partially done 2: Almost done 3: Fully			
(ii) Inter-PA site level network exist for PA managers to share information with each other on their costs, practices and impacts	0	0: Absent 1: Partially done 2: Almost done 3: Fully			
(iii) Operational and investment cost comparisons between PA sites complete, available and being used to track PA manager performance	0	0: Absent 1: Partially done 2: Almost done 3: Fully			
(iv) Monitoring and learning systems of cost-effectiveness are in place and feed into system management policy and planning	0	0: Absent 1: Partially done 2: Almost done 3: Fully			

(v) PA site managers are trained in financial management and cost-effective management	0	0: Absent 1: Partially done 2: Almost done 3: Fully			
(vi) PA financing system facilitates PAs to share costs of common practices with each other and with PA headquarters[7]	0	0: Absent 1: Partially done 2: Almost done 3: Fully			
Total Score for Component 2	3	Actual score:			
	59	Total Possible: 59			
	5%	% achieved			
Component 3 – Tools for revenue generation by PAs					
Element 1 - Number and variety of revenue sources used across the PA system					
(i) An up-to-date analysis of revenue options for the country complete and available including feasibility studies;	0	0: None 1: Partially 2: A fair amount 3: Optimal	Study under development		
(ii) There is a diverse set of sources and mechanisms, generating funds for the PA system	0	0: None 1: Partially 2: A fair amount 3: Optimal			

(iii) PAs are operating revenue mechanisms that generate positive net revenues (greater than annual operating costs and over long-term payback initial investment cost)	0	0: None 1: Partially 2: A fair amount 3: Optimal			
(iv) PAs enable local communities to generate revenues, resulting in reduced threats to the PAs	0	0: None 1: Partially 2: A fair amount 3: Optimal			
Element 2 - Setting and establishment of user fees across the PA system					
(i) A system wide strategy and action plan for user fees is complete and adopted by government	0	0: None 1: Partially 2: Satisfactory 3: Fully			
(ii) The national tourism industry and Ministry are supportive and are partners in the PA user fee system and programmes	0	0: None 1: Partially 2: Satisfactory 3: Fully			
(iii) Tourism related infrastructure investment is proposed and developed for PA sites across the network based on analysis of revenue potential and return on investment [8]	1	0: None 1: Partially 2: Satisfactory 3: Fully	A community based tourism strategy is being developed in Iona NP and some tourism facilities have been built.		
(iv) Where tourism is promoted PA managers can demonstrate maximum revenue whilst not threatening PA conservation objectives	0	0: None 1: Partially 2: Satisfactory 3: Fully			
(v) Non tourism user fees are applied and generate additional revenue	0	0: None 1: Partially 2: Satisfactory 3: Fully			

Element 3 - Effective fee collection systems					
(i) System wide guidelines for fee collection are complete and approved by PA authorities	0	0: None 1: Partially 2: Completely 3: Operational			
(ii) Fee collection systems are being implemented at PA sites in a cost-effective manner	1	0: None 1: Partially 2: Completely 3: Operational			
(iii) Fee collection systems are monitored, evaluated and acted upon	0	0: None 1: Partially 2: Completely 3: Operational			
(iv) PA visitors are satisfied with the professionalism of fee collection and the services provided	0	0: None 1: Partially 2: Completely			
Element 4 - Communication strategies to increase public awareness about the rationale for revenue generation mechanisms					
(i) Communication campaigns for the public about tourism fees, conservation taxes etc are widespread and high profile at national level	0	0: None 1: Partially 2: Satisfactory 3: Fully			
(i) Communication campaigns for the public about PA fees are in place at PA site level	0	0: None 1: Partially 2: Satisfactory 3: Fully			
Element 5 - Operational PES schemes for PAs[9]					

(i) A system wide strategy and action plan for PES is complete and adopted by government	0	0: None 1: Partially 2: Progressing 3: Fully			
(ii) Pilot PES schemes at select PA sites developed	0	0: None 1: Partially 2: Progressing 3: Fully			
(iii) Operational performance of pilots is monitored, evaluated and reported	0	0: None 1: Partially 2: Progressing 3: Fully			
(iv) Scale up of PES across the PA system is underway	0	0: None 1: Partially 2: Progressing 3: Fully			
Element 6 - Concessions operating within PAs[10]					
(i) A system wide strategy and implementation action plan is complete and adopted by government for concessions	1	0: None 1: Partially 2: Progressing 3: Fully	There is a strategy for concessions within PA. Government through Ministry of Environment and Ministry of Tourism are working together in order to implement this strategy		

(ii) Concession opportunities are operational at pilot PA sites	0	0: None 1: Partially 2: Progressing 3: Fully			
(iii) Operational performance (environmental and financial) of pilots is monitored, evaluated, reported and acted upon	0	0: None 1: Partially 2: Progressing 3: Fully			
(iv) Scale up of concessions across the PA system is underway	0	0: None 1: Partially 2: Progressing 3: Fully			
Element 7 - PA training programmes on revenue generation mechanisms					
(1) Training courses run by the government and other competent organizations for PA managers on revenue mechanisms and financial administration	0	0: None 1: Limited 2: Satisfactory 3: Extensive			
Total Score for Component 3	3	Actual score:			
	71	Total Possible: 71			
	4%	% achieved			
[1] This element can be omitted in countries where a PA system does not require a Trust Fund due to robust financing within government					
[2] A national PA Financing Strategy will include targets, policies, tools and approaches					
[3] This could include budgets for development agencies and local governments for local livelihoods					
[4] These responsibilities should be found in the Terms of Reference for the posts					
[5] A PA Business Plan is a plan that analyzes and identifies the financial gap in a PA's operations, and presents opportunities to mitigate that gap through operational cost efficiencies or revenue generation schemes. It does not refer to business plans for specific concession services within a PA. Each country may have its own definition and methodology for business plans or may only carry out financial analysis and hence may need to adapt the questions accordingly.					

[6] Cost-effectiveness is broadly defined as maximizing impact from amount invested and achieving a target impact in the least cost manner. It is not about lowering costs and resulting impacts.					
[7] This might include aerial surveys, marine pollution monitoring, economic valuations etc.					
[8] As tourism infrastructure increases within PAs and in turn increases visitor numbers and PA revenues the score for this item should be increased in proportion to its importance to funding the PA system.					
[9] Where PES is not appropriate or feasible for a PA system take 12 points off total possible score for the PA system					
[10] Concessions will be mainly for tourism related services such as visitor centres, giftshops, restaurants, transportation etc					
Part III summarizes the total scores and percentages scored by the country in any given year when the exercise is completed. It shows the total possible score and the total actual score for the PA system and presents the results as a percentage. Over time changes to the scores can show progress in strengthening the PA financing system.					
PART III- FINANCIAL SCORECARD – SCORING AND MEASURING PROGRESS					
Total Score for PA System	21				
Total Possible Score	225				
Actual score as a percentage of the total possible score	9%				