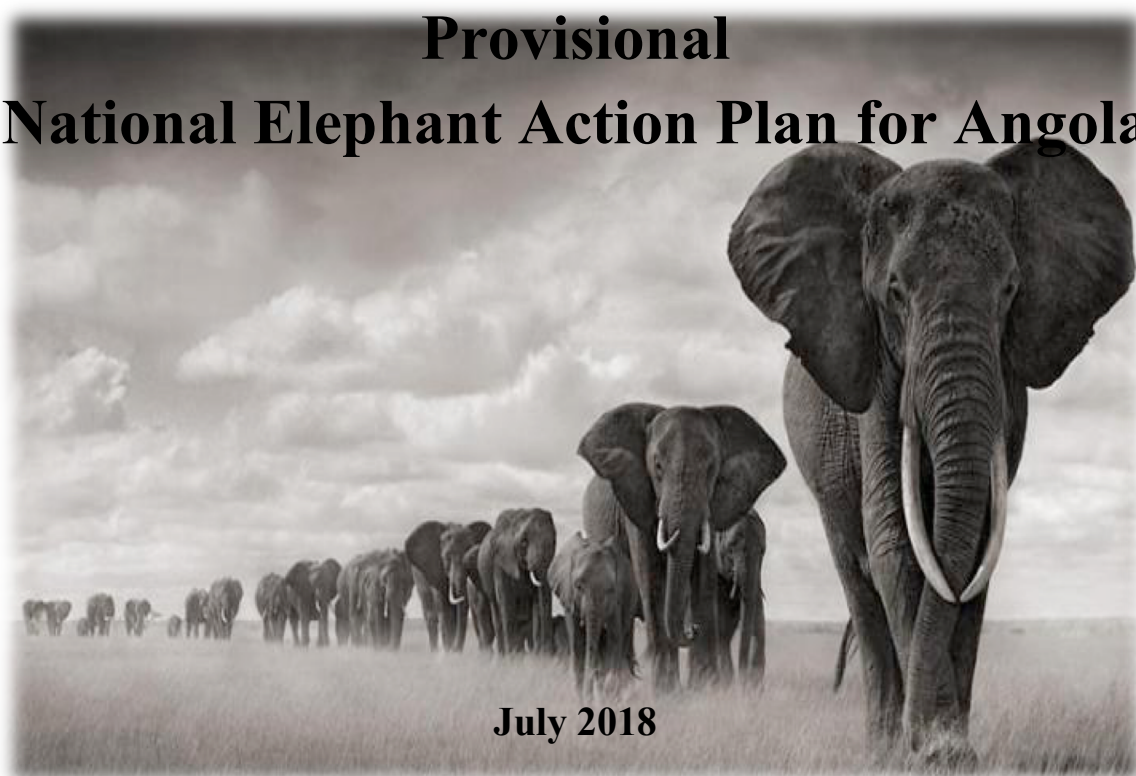




**Republic of Angola**  
**Ministry of Environment**  
**National Institute of Biodiversity and Conservation Areas**  
**(INBAC)**

# **Provisional National Elephant Action Plan for Angola**



**July 2018**

*Photograph by Nick Brandt (2009)*

*Compiled by H. Jachmann*



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## **1. CONTEXT**

The African Elephant (*Loxodonta africana*) is the largest terrestrial mammal in the world. It is a species of great ecological, economic and cultural value and it's probably the most charismatic mega-herbivore in existence. African elephants possess extraordinary intelligence, complex social structures and remarkable adaptability to their environment, playing a central role in African ecosystems as a "keystone" species, while providing an environmental focus to raise awareness and to stimulate action to conservation. African elephants represent the strength and power of many cultures on the continent and attract visitors from all over the world.

However, the future for African elephants is far from guaranteed as they face a number of serious threats, including heavy illegal off-take and illegal trade of ivory and other products, conflict with humans and habitat loss and fragmentation. The impact of these threats on many elephant populations is so serious that experts predict that these populations may disappear completely. In addition, the people responsible for protecting the natural heritage of their countries, while determined to conserve their elephants, are often faced with major challenges. The various threats posed to elephants are of great concern to all African Elephant Range States.

At the 14th meeting of the Conference of the Parties to CITES (Convention on International Trade in Endangered Species of Wild Fauna and Flora), the Parties adopted Decisions 14.75 to 14.79 regarding the African elephant. These Decisions were developed following extensive dialogue and in recognition of the fact that many of Africa's elephant populations are under threat and require coordinated and immediate action to turn the tide and to provide effective long-term protection.

Decisions 14.75 to 14.79 mandated the African Elephant Range States to, among other things, develop an African Elephant Action Plan (AEAP) and to set up an African Elephant Fund. Pursuant to the AEAP is the development of National Elephant Action Plans (NEAPs) to address country specific issues, by identifying and prioritising objectives and actions required to protect national elephant populations. The first Draft NEAP for Angola was produced by the National Institute of Biodiversity and Conservation Areas (INBAC) in November 2016, with financial support from Stop Ivory.

## **2. DEVELOPING THE NATIONAL ELEPHANT ACTION PLAN FOR ANGOLA**

Under the Cooperation Agreement signed between the Ministry of Environment (MINAMB) and Stop Ivory in January 2016, the National Institute of Biodiversity and Conservation Areas (INBAC), in partnership with Stop Ivory, organised a brief workshop during the World Environment Week (6 – 7 June 2016) to start developing the Elephant Action Plan for Angola. The Workshop aimed to take the first steps towards the development of the Plan for the next 10 years, by looking at the current status of elephants in Angola and considering the main threats to their survival. The vision, goal, objectives and some of the priority actions required to guide conservation of elephants in Angola were identified during the workshop. Participants of the

workshop were representatives from various sectors at national and international levels. However, due to the deficit of information on all aspects related to the current status of elephants in Angola, such as population size and distribution, numbers and locations of elephants poached each year, extent and quality of available habitat, and the human-elephant conflict situation, the results of the workshop will be used as background information for a brief provisional desktop NEAP for Angola, primarily based on existing literature and the AEAP, but supplemented with the workshop proceedings. When updated information becomes available, the NEAP should be revised during annual review meetings.

### 3. STATUS REVIEW

In this chapter we will discuss the current status of elephants in Angola, information derived from the African Elephant Status Report 2016 (Thouless et al., 2016), various recent unpublished reports and personal communication with the wildlife authorities, and the main threats or developments that may seriously jeopardise the survival of elephants in Angola if these are not remedied in the short to medium term.

#### 3.1 STATUS OF ELEPHANTS IN ANGOLA

Although elephant conservation and monitoring started in Angola after the end of the civil war in 2002, it has concentrated largely in the south-east of the country. A detailed nationwide study of elephant distribution and density is urgently required. Threats include poaching, illegal wildlife trade, human population expansion and settlement together with subsistence agriculture, fire and logging activities. There are no strong incentives for elephant conservation and law enforcement is poor due to limited staff and capacity (Thouless et al., 2016).

Elephants are present in the far north-west (Cabinda Province), the north-west (Luanda and Cuanza North Provinces), the south-west (Cunene-Huila and Huila Provinces) and in the south-east of the country (Cuando-Cubango Province), with forest elephants in the far north-west and savanna elephants in the remainder of the country.

The estimated number of elephants in areas surveyed in the last ten years in Angola is  $3,396 \pm 1,562$ . We should note however that this estimate is based on one survey in 2015 of a single area in the south-east of Angola. According to Thouless et al. (2016), there may be an additional 96 to 111 elephants in areas not systematically surveyed in Angola. These two estimates likely represent the minimum, actual numbers could be higher than those reported. The summation of these two predictions apply to 41,847 km<sup>2</sup>, which is only 13% of the estimated known and possible elephant range. There remains an additional 87% of the estimated range (281,423 km<sup>2</sup>) for which no elephant population estimates are available (Thouless et al., 2016).

Figs. 1a & b show the map of Angola and the approximate locations of six of the older national parks that were gazetted between 1957 and 1970 (Fig. 1a), and the approximate size and locations of most of the protected area estate, except for Maiombe NP which was not gazetted until 2011 (Fig. 1b). Table 1 provides an overview of the entire

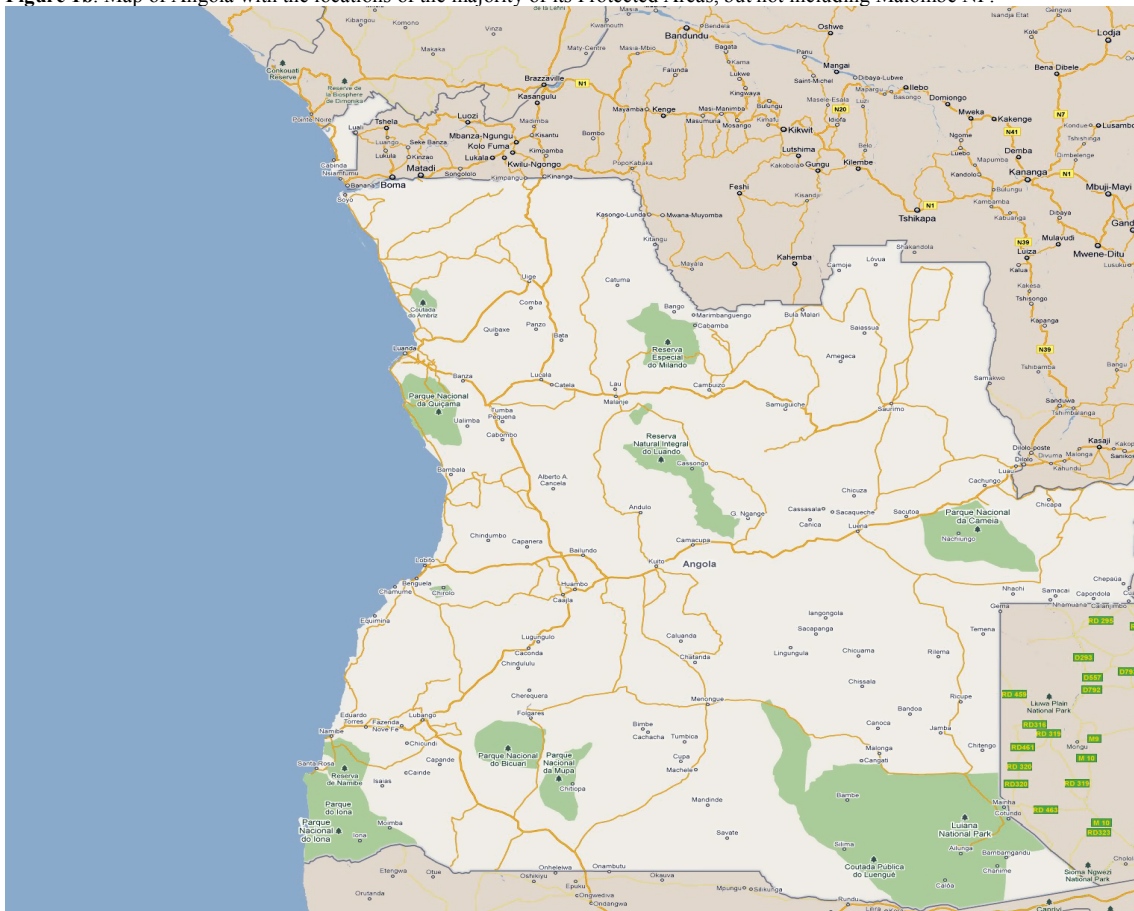


protected area estate of Angola, i.e. national parks, strict nature reserves, partial reserves and two open areas where elephants are known to be present, their size, province in which they are located, the presence or absence of elephants, and the population estimate or educated guess when available.

Figure 1a. Topographic map of Angola with the locations of 6 of its older national parks.



**Figure 1b.** Map of Angola with the locations of the majority of its Protected Areas, but not including Maiombe NP.



**Table 1.** An overview of Angola’s protected area estate and open areas where elephants are known to be present.

Protected Area	Size (km <sup>2</sup> )	Province	Elephants Present/Absent (Estimate*)
Iona National Park	15,196	Namibe	Absent
Cameia National Park	14,688	Moxico	Absent
Kissama National Park	9,227	Luanda	Present (±139)
Bicuár National Park	6,748	Huila	Present (±70)
Mupa National Park	6,039	Cunene-Huila	Absent
Cangandala National Park	637	Malanje	Absent
Maiombe National Park	2,074	Cabinda	Present
Luengué-Luiana National Park	22,720	Kuando-Kubango	Present (3,396 ± 1,562)
Mavinga National Park	46,072	Kuando-Kubango	
Luando Strict Nature Reserve	8,930	Malanje/Bié	Absent
Ihéu dos Pássaros Strict Nature Reserve	1,5	Luanda	Absent
Namibe Partial Reserve	4,542	Namibe	Absent
Búfalo Partial Reserve	405	Benguela	Absent
Maria Theresa Open Area	?	Cuanza Norte	Present
Kambondo Forest	?	Cuanza Norte	Present

Source: Ministry of Environment, Government of Angola. \*For an explanation see text.



Figure 2. Map of Angola Provinces



In 2015, an aerial sample count was carried out between the Kwando and Cuito-Kavango Rivers in the south-east of Angola in the Cuando-Cubango Province, covering Mavinga and Luengue-Luiana National Parks (Chase & Schlossberg, 2016). Elephants in this area form part of the Kavango-Zambezi Trans-frontier Conservation Area (KAZA trans-boundary population). The KAZA TFCA comprises parts of Angola, Namibia (Caprivi Strip), Zambia, Zimbabwe and Botswana (Fig. 3). The survey gave an overall estimate of  $3,396 \pm 1,562$  elephants (see above), with an overall carcass ratio of 30%, suggesting a high level of mortality.

Thirty-two elephants from South Africa were introduced to the Quiçama (Kissama) National Park in the Luanda Province by the Kissama Foundation in 2000 and 2001 and released into a 10,000-hectare, fenced, “soft release” area in the north of the park. In a 2015 survey, 89 elephants were counted in the release area, and there were believed to be another 50 individuals in the rest of the park in 2002 (cited in Thouless et al., 2016).

In August and September 2016, surveys were carried out in Bicuar and Mupa National Parks in the Huila and Cunene-Huila Provinces, primarily looking at absence or presence of carnivores and other large mammals (Overton et al., 2017). Although no elephants or signs of their presence were observed in Mupa National Park, it was estimated that there were approximately 70 elephants present in Bicuar National Park (Overton et al., 2017).

During an inventory survey of Maiombe National Park in Cabinda Province in north-west Angola in late 2017, elephants and signs of their presence were observed throughout most of the park (Tamar, 2018).

There is a small population of perhaps 10-25 elephants living on the escarpment to the east of Luanda in the Kambondo Forest, while reports were received in 2012 of more



than 20 elephants moving across the border from Angola to the south-western part of Congo (Mbende et al., 2012). The small population that used to occupy the Bongola area on the Namibia border in the south has been lost (Thouless et al., 2016).

In the south of the Cuanza Norte Province, east of the capital Luanda and just north of Luando SNR, an elephant population of unknown size occupies an area known as Maria Theresa (INBAC, pers. comm.). Although not much is known about this population, human-elephant conflicts are common.

During the NEAP workshop, participants determined that elephants were most likely completely absent from the Provinces of Zaire, Kwanza Sul and Namibe in the west along the coast, and Lunda Sul and Lunda Norte in the north east (Fig. 2). Primarily based on scanty human-elephant conflict reports, participants concluded that elephants were present, whether permanent or seasonal, in all the other provinces.

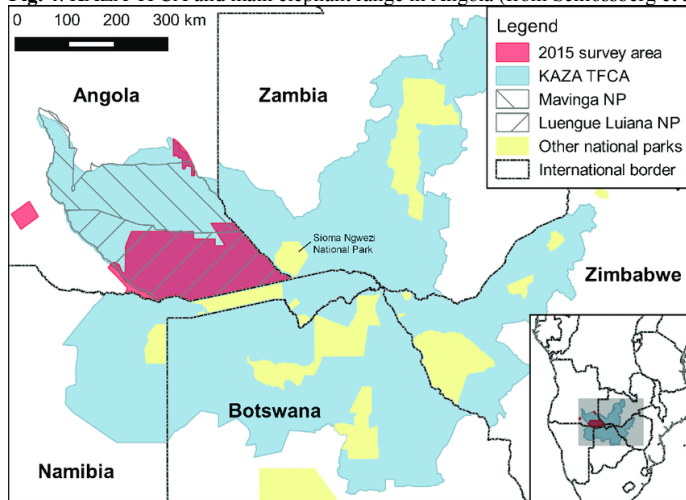
Thus, although several remnant populations of elephants remain in Angola, with some territory not inventoried but likely to contain few elephants, the main elephant range is in the south-east, in the Province of Cuando-Cubango, being part of the KAZA TFCA (Figs. 3 & 4).

Fig. 3. Kavango Zambezi Trans Frontier Conservation Area (Source: Peace Parks Foundation).





Fig. 4. KAZA TFCA and main elephant range in Angola (from Schlossberg et al., 2018)



From the above it becomes evident that a nation-wide study of elephant distribution, densities and movement patterns is urgently required to make informed decisions with regard to their conservation and management. Considering the massive size of Angola, and to carry out this study as effectively and efficiently as is practically feasible, we will consider 4 distinct elephant ranges:

1. *Maiombe National Park in Cabinda Province*, most likely the only PA containing forest elephants that move between Congo and Angola. This area requires the use of specialised indirect ground techniques, using elephant dung.
2. *North-West Elephant Range (NWER)*: This range includes Kissama NP, the Maria Theresa open area, the Kambondo Forest and the areas in-between. Kissama, Maria Theresa and Kambondo require aerial sample count techniques (CITES/MIKE standards), with low intensity aerial recce surveys for the remainder of the potential range. Approximate size of survey block is 200,000 km<sup>2</sup>, of which 10,000 km<sup>2</sup> requires conventional aerial sample counts.
3. *South-West-Central Elephant Range (SWCER)*: This range includes Bicuar and Mupa National Parks and surrounding areas, with a total survey block of roughly 60,000 km<sup>2</sup>, of which approximately 15,000 km<sup>2</sup> requires conventional aerial sample surveys. The low-intensity recce survey should include the area between the SWCER and SEER.
4. *South-East Elephant Range (SEER)*: This range includes the Mavinga and Luengue-Luiana National Parks and surrounding areas. Due to the stress levels of the elephants inhabiting the two parks, with the resulting large mean group size and certain behavioural aspects, the size of the elephant population of the Angolan part of the KAZA TFCA needs to be assessed by using aerial total count techniques. Size of the survey block that requires a total count is roughly 60,000 km<sup>2</sup>. The potential elephant range that needs to be covered by low-intensity recce survey should include the part of the Cuando-Cubango Province north of the 2 parks, as well as the southern part of the Moxico Province, with a total survey block of roughly 250,000 km<sup>2</sup> (this includes the 2 parks).



## 3.2 GENERAL THREATS

Major threats include illegal hunting, illegal wildlife trade, human population expansion and settlement together with subsistence agriculture, fire and logging activities. The workshop participants also identified poor law enforcement, habitat fragmentation, human-elephant conflict (HEC), lack of land-use plans, lack of management policies and charcoal burning as general threats to the survival of Angola's elephants.

### POACHING AND ILLEGAL IVORY TRADE

Once, Angola may have been a stronghold for elephants, estimated to hold possibly as many as 70,000 elephants during the pre-1970s (Anstey, 1993). There were no hunting regulations during the first half of the 20<sup>th</sup> century, while some controls were established during the second half of the century. It is believed that all wildlife in Angola was hit hard during the first civil war that followed independence (1961 – 1974). Hunting was banned in 1976, but unfortunately by then another civil war had started, with all combatants actively involved in poaching and ivory smuggling. In 1992, a third war broke out that lasted until 2002. In 1981 Angola's elephant population was roughly estimated at 12,400 (Cumming et al., 1990), and in 1989 at approximately 8,000 (Hall-Martin & Pienaar, 1992). Three civil wars had taken their toll on the national elephant population.

With the scant information on elephant numbers and distribution that is available, and considering the fact that part of the possible range has not been inventoried, it is probably safe to state that Angola may currently hold anywhere between 2,000 and 5,000 elephants, with most of these concentrated in the south-east.

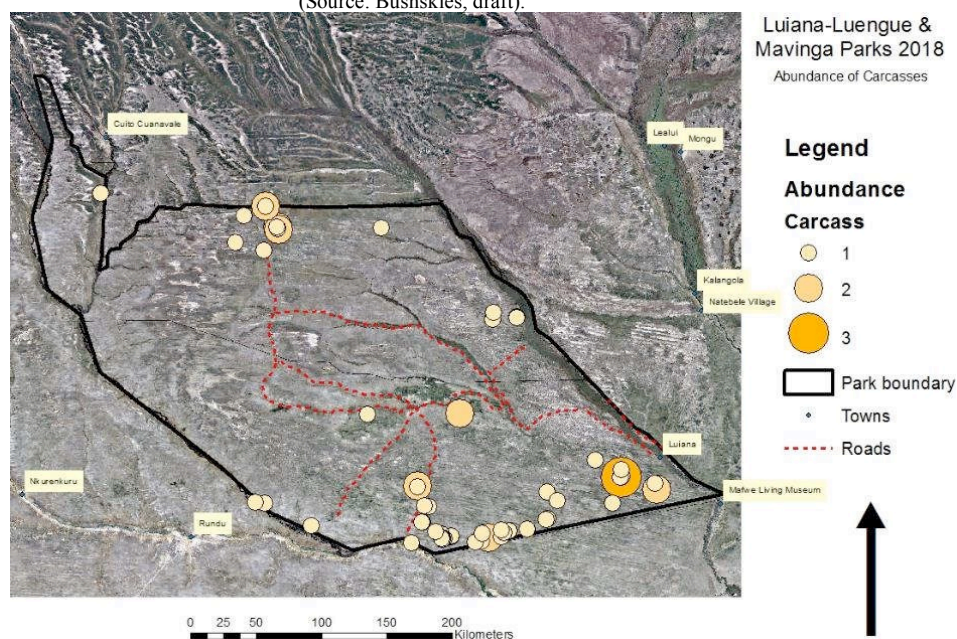
The most recent survey was carried out in 2015, and covered part of the KAZA area in Angola. Survey results gave an overall carcass ratio of 30%, implying that a significant number of elephants had died in previous years (Chase & Schlossberg, 2016). Some of these may have been killed by landmines, but most of these elephants were killed by poachers (Chase & Schlossberg, 2016). In countries with declining live elephants there must be correspondingly high carcass finds or ratios. A carcass ratio is the percentage of dead elephants observed during the count (dead/dead + alive). For example, a carcass ratio of 30% indicates the survey team recorded more than 3 dead elephants for every 6 - 7 live elephants that were counted. On average, a carcass ratio of more than 8% indicates poaching at a level high enough to cause a declining population. This implies that heavy illegal off-take is still a major threat to Angola's elephants. This was confirmed by high carcass counts during the most recent aerial photographic survey that covered the Luengue-Luiana and Mavinga National Parks in September 2017 (Fig. 5), (Bushskies, draft). This concerned a photographic survey that was poorly designed to estimate wildlife densities, but does provide some interesting and updated information on human activities in both parks. During the last aerial sample count in the south-east of Angola in 2015, a group of nearly 550 elephants was observed (Chase & Schlossberg, 2016). First, this implies that the population is under severe stress, whereby small family groups amalgamate into large herds for safety, but second, this also implies that aerial sample counts using photography will result in highly biased results. First, because large herds fall within or outside the strip width photographed, resulting in either severe overestimation or underestimation of population size



respectively, with wide confidence intervals (low precision). Second, under these circumstances of extreme stress and large mean group size, elephants start running when they hear an aircraft approaching, and without actual observers but cameras taking pictures of a fixed-width strip, the majority of elephants will be missed. Moreover, during the series of civil wars, elephants may have been shot at from helicopters, making them especially weary of flying objects, information that will be passed on to future generations. Estimating the size of populations under severe poaching pressure (large group sizes and fleeing for approaching aircraft) should be done by using aerial total count techniques. Moreover, survey design lacked stratification, while due to the fanlike design of transect layout, spacing between transects varied, being narrow at the beginning of each flight line and gradually becoming wider towards the end. Therefore, there exists no need to go into further details with regard to estimation of elephant numbers. However, as far as the distribution of carcasses is concerned, stagnant and usually solitary objects, frequently with a slightly more random distribution than live elephants, most carcasses were observed along the border with Namibia, where poaching pressure is effectively blocking all elephant movement across this part of the KAZA TFCA. Next to sound land-use planning and resettling those people who wish to move outside the parks, it is of the utmost importance to upgrade law-enforcement efforts along the Namibian border.

A study in Luanda in 2006 (Milliken et al., 2006) exposed a large and unregulated domestic ivory market and eight years later this market was still flourishing with over 10,000 recently carved and illegal ivory items reported (Svensson et al., 2014; Vigne & Martin, 2014). It is believed that the majority of this ivory comes from forest elephants in countries such as the Democratic Republic of Congo (DRC). The increased demand for worked ivory was believed to be linked to the rising number of Chinese citizens working in Angola.

Fig. 5. Distribution of elephant carcasses in Luengue-Luiana and Mavinga National Parks  
(Source: Bushskies, draft).



In recent analyses of seizure data in ETIS, prepared for CITES, Angola has been identified as a country with a worrying involvement in illegal ivory trade (Milliken et al., 2013, 2016). Angola, a Party to CITES since 2013, was requested by the CITES Standing Committee to prepare a National Ivory Action Plan which it submitted in February 2015 (CITES, n.d.-a). Commencing in May 2016, the Government of Angola enacted a ban on domestic trade of ivory (Hungerford, 2016), (excerpts from Thouless et al., 2016).

The high levels of poaching and the ivory seizure data show that law enforcement at both the site and the national levels are inadequate and ineffective.

*Some of the key actions required at the national level:*

1. Upgrade wildlife legislation, whereby among others, wildlife crime is considered a ‘serious offence’, and penalties are raised to levels that deter wildlife offenders,
2. Raise awareness among prosecutors, judiciary and police on the seriousness of wildlife crimes,
3. Develop an Anti-Corruption Work Plan for INBAC,
4. Establish an Integrity Committee to oversee implementation of the Work Plan and report on progress made,
5. Establish an overt central investigations unit within INBAC,
6. Set up a communication system and data-base at INBAC connecting all parks and reserves with HQ,
7. Strengthen the existing Wildlife Crime Intelligence Unit and Multi-Sectorial Committee.
8. Establish a centralised intelligence and case management system for relevant enforcement agencies to share information and to strengthen inter-agency cooperation. UNODC should be invited to set up GoCase, a freely available software solution for an integrated intelligence, investigation & prosecution case management and criminal database,
9. Support a central intelligence network,
10. Set up a prosecution office with staff specialised in wildlife crime,
11. Provide training in investigative techniques for INBAC staff, police, and immigration,
12. Provide ample resources to set up data-bases, training and operations of the unit at INBAC, the central covert reactive taskforce and central intelligence,
13. Improve communication with wildlife authorities in neighbouring countries,
14. Improve communication with enforcement agencies in neighbouring countries,
15. Establish a joint intelligence taskforce with neighbouring countries as per the signed agreement under the SADC LEAP.

Next to strengthening law enforcement at the site level, Standard Operating Procedures need to be developed for all wildlife personnel, including staff at HQ:

Standard Operating Procedures (SOPs) are step by step instructions for carrying out specific tasks such as data collection for monitoring or for human-elephant conflict



situations (damage reports) or during law-enforcement operations. For example, SOPs may describe how equipment will be used, how measurements will be taken, how specific forms need to be filled or how to deal with apprehended wildlife offenders.

SOPs are valuable tools that are used to ensure that tasks are carried out consistently, and to a high standard. For example, when used in monitoring protocols they provide quality assurance that the data collected will be consistent and therefore comparable.

Some of the advantages of SOPs:

- They provide personnel with numbered step by step instructions on a specific procedure with minimum variability.
- They ensure that the procedures are performed consistently and in compliance with government regulations.
- They facilitate training, for both new personnel and for those that need re-training.
- They promote quality through consistent collection of the data, even if there are changes in the people undertaking the tasks.
- They encourage improvements and work evaluation by ensuring that the procedures are completed, and can be used in incident investigations to improve operations and safety practices.

*Some of the key actions required at the site level:*

1. Develop and circulate Standard Operating Procedures (SOPs), including but not limited to law-enforcement operations (patrols, investigations, intelligence), monitoring tasks (wildlife, law enforcement performance, HEC, etc.), handling of equipment, etc.
2. Review leadership qualities of field management,
3. Develop and circulate SOPs for leadership tasks,
4. Training and capacity building of field staff leadership,
5. Develop strict criteria for recruiting patrol staff,
6. Conduct an inventory and evaluation of patrol staff for each site,
7. Bring patrol staff densities up to adequate levels, especially in key areas with elephants,
8. Training and capacity building of law-enforcement staff,
9. Supply patrol staff with adequate equipment,
10. Set up an intelligence network at each protected area containing elephants.

## **LAND-USE MANAGEMENT, COMMUNITY RELATIONS AND HEC**

In present-day Angola, with the scanty information available, it may well be that the only truly viable elephant population is the one inhabiting the south-east, the Angola section of the KAZA TFCA in the Cuando-Cubango Province (Mavinga and Luengue-Luiana National Parks). Possibly with the exception of the small populations inhabiting the Kissama and Maiombe National Parks, all other sightings refer to remnant



populations that may not be viable in the long term – that is if there are no major surprises coming out of a reconnaissance survey of the thus far never inventoried parts of the elephant range in Angola.

The elephants in south-east Angola undoubtedly comprise the most important population of the country, while the area they inhabit also forms a cornerstone of the KAZA TFCA, providing a key linkage between Namibia and Zambia. Moreover, the KAZA TFCA is immensely important for elephant survival in general, because it protects core elephant habitat and movement corridors between 5 countries, thereby maintaining genetic diversity, and allowing elephants to respond to seasonal habitat changes and environmental emergencies (Schlossberg, Chase & Griffin, 2018).

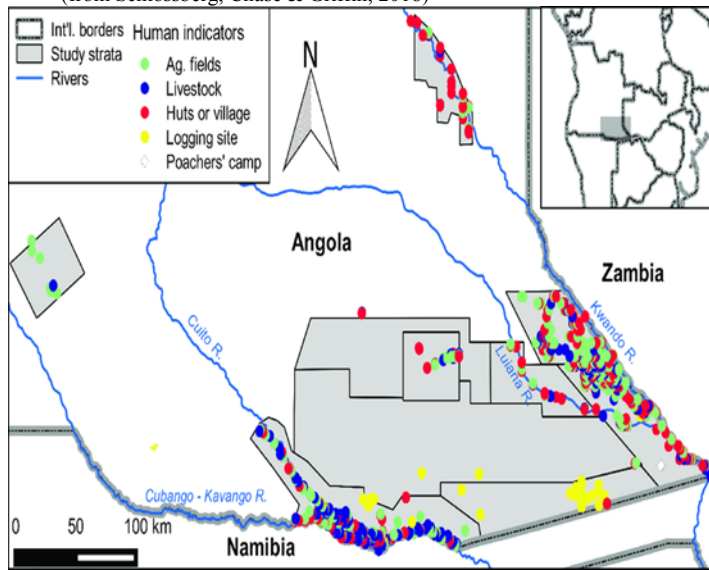
Generally, throughout most of the African continent, high and increasing human densities have led to expanding agriculture around protected areas, and have turned these into ecological islands, compressing elephants into ever-smaller areas and cutting off their traditional migration routes. Humans and elephants therefore compete directly for land and other resources that are becoming scarce, with a rapidly deteriorating human-elephant conflict (HEC) situation as a result.

Land-use management around protected areas has largely been left in the hands of local people, whose traditional methods may have inadvertently created good feeding grounds for elephants, thus increasing the potential for more conflict. As a result of these conflicts of interest, coupled with poor law enforcement, low penalties for wildlife offenders and poverty in general, community members do not abide by the law and also frequently engage in poaching activities. This situation is not very different in the south-east of Angola, where the Cuando-Cubango Province was sparsely settled prior to the last civil war, with only 137,000 people in 1995, increasing to 534,000 in 2014, partly due to displacement of people. This is especially evident for the areas surrounding the Mavinga and Luengue-Luiana National Parks, where people have displaced elephants from preferred habitats along rivers, areas with high availability of favoured food and water access throughout (Fig. 6). This situation also creates good breeding grounds for human-elephant conflict (Schlossberg, Chase & Griffin, 2018).

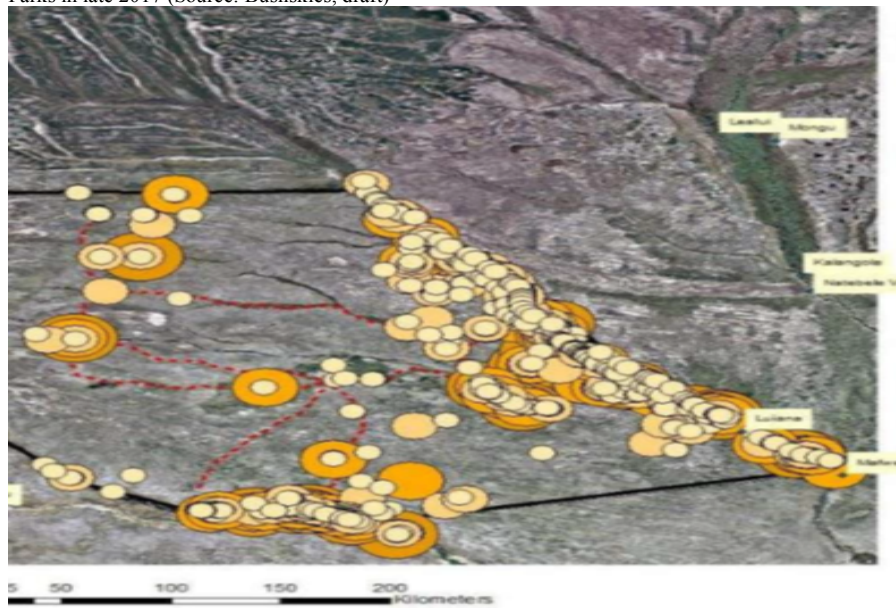
Between 2015 and late 2017, this situation has further deteriorated, with kraals, homesteads and cattle spreading throughout the Mavinga and Luengue-Luiana National Parks (Figs. 7 & 8).



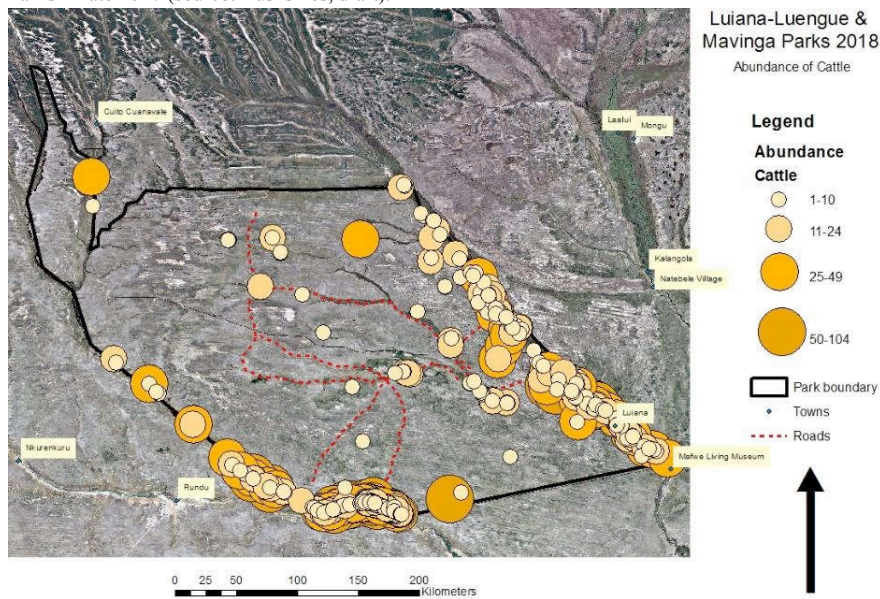
**Fig. 6.** Angola section of KAZA TFCA with human indicators in 2015  
(from Schlossberg, Chase & Griffin, 2018)



**Fig. 7.** Distribution of homesteads in the Luengue-Luiana and Mavinga National Parks in late 2017 (Source: Bushskies, draft)



**Fig. 8.** Distribution of cattle in the Luengue-Luiana and Mavinga National Parks in late 2017 (source: Bushskies, draft).



To the best of our current knowledge, the elephant population of the Mavinga and Luengue-Luiana National Parks is the only truly viable population in Angola, while the Angolan section of the KAZA TFCA has an ecologically important function for long-term elephant survival. The rapid build-up of homesteads, kraals and cattle grazing within the confines of two officially gazetted parks should be stopped and possibly reversed through voluntary resettlement programs. Most of the area comprising the two parks should be designated as prime wilderness areas, surrounded by mixed-use buffer zones. The southernmost area that coincides with the Namibian border should be kept free of human activities, allowing migration and dispersal of elephants. Moreover, the area bordering on Sioma Ngwezi National Park in Zambia should also be free of any human activities, thereby creating a corridor for wildlife movement, providing the initial connection with the Kafue ecosystem.

Among others, due to the exclusion of communities situated within or in the vicinity of the Mavinga and Luengue-Luiana National Parks to participate in conservation and reap tangible benefits at the household level, poaching continues unabated, while it exacerbates conflict between communities and government. Inadequate collaboration between INBAC and communities facilitates the illegal killing of elephants, first because communities accommodate poachers, second, they refuse to provide information to the authorities on illegal hunting, and third, they frequently take part in these illicit activities.

*Some of the key actions required at the site level:*

1. Sensitise fringe communities of all protected areas about the seriousness of wildlife crime and forthcoming changes in the penalty structure,





2. Use land-use planning to divide the Mavinga and Luengue-Luiana National Parks and their peripheral areas into strict wilderness zones without any human presence or activity, mixed-use zones (buffer zones), and agricultural and pastoralist zones, whereby people residing in the designated wilderness areas should be asked to resettle voluntarily through alternative land options and cash rewards,
3. Scout for alternative land options and financial compensation for those people who volunteer to resettle to areas outside Mavinga and Luengue-Luiana National Parks,
4. Improve land management by limiting further build-up of human densities and agricultural practices in the immediate proximity of all protected areas, especially near the Mavinga and Luengue-Luiana National Parks, while promoting non-target crops,
5. Keep corridors required for elephant movement and dispersal free from any human activities.
6. Limit human fatalities and crop damage through fencing, cultivation of non-target crops, bee-hives, and other recent technology,
4. Establish protected-area management boards, involving relevant stakeholders, including representatives of the fringe communities,
5. Raise awareness among the communities,
6. Establish alternative livelihood programs in the vicinity of parks and reserves, for now limited to the Maiombe, Mavinga and Luengue-Luiana National Parks, such as community-based ecotourism sites and community conservancies, but with a focus on initiatives that result in tangible benefits at the household level,
7. Support ecotourism initiatives that promote greater employment opportunities and value chain development for local communities,
8. Ensure that community conservation and income generation schemes directly address both the key humanitarian issues and the most significant wildlife threats,

## **ELEPHANT POPULATION MANAGEMENT IN ANGOLA**

First, a nation-wide study of elephant distribution and densities is urgently required to make informed decisions with regard to their conservation and management.

Second, sound management of elephant populations requires monitoring and evaluation, which includes performance management. Monitoring of elephant population numbers, trends, distribution and mortality is required as feedback for management to inform them whether they are on the right track, but also monitoring and evaluation of staff performance and patrol coverage serves as feedback for management to steer the proper course towards goals set a priori. This is known as adaptive management. None of the protected areas in Angola use patrol-based monitoring systems for adaptive management. Adaptive management should be applied to all protected areas, using SMART, or if there are financial constraints, lack of electricity or any other reasons that would limit the use of computerised systems, a manual system should be used (Jachmann, 1998). Patrol data should be analysed on a monthly basis and the results



should be used as feedback for management to adjust management actions and operational procedures (negative feedback cycle). Moreover, Research and Management Plans should be finalised for all PAs.

*Some of the key actions required at the site level:*

1. Source funding to carry out aerial or ground counts of all relevant elephant populations in protected areas as well as a low-intensity aerial sample survey of the potential elephant range in the country, especially the area north of Mavinga and Luengue-Luiana National Parks, using the CITES MIKE Program Aerial Survey Standards to ensure repeatability and comparability. For ground survey techniques see Jachmann (2001),
2. Train staff in the use of SMART and other ecological monitoring tools,
3. Train site management in the use of patrol-based information as feedback for the adaptive management system,
4. Source funding for computers, GPSs and other equipment required,
5. Develop and maintain an elephant database for adaptive management purposes,
6. Ensure development of Research and Management Plans for all PAs.

#### **ADDITIONAL THREATS IDENTIFIED DURING THE WORKSHOP**

In addition to the threats discussed above, the workshop participants identified the agricultural sector, with the continuous search for new agricultural land and deforestation as the most important threat to elephant conservation (Annex 1, Table 1). They attributed this to a general lack of knowledge and therefore dissemination of information, leading to poor awareness with regard to the precarious situation of elephants in Angola. They reasoned that if the value of elephants is not understood, then the impact of activities on elephant populations will not be mitigated. With regard to responses to this threat, they concluded that the agricultural sector was the one with the highest benefit score (Annex 1, Table 2), whereby a reduction in elephant poaching and the illegal trade in ivory and the resulting potential economic growth would most of all benefit local communities.

Bringing about major changes in a subsistence dominated agricultural sector is a long and tedious process, something elephants cannot afford to wait for. Short-term remedies should be related to coordinated land-use planning at the provincial levels, whereby simple zonation into strict wilderness, mixed-use and agricultural/pastoralist areas, thereby taking connectivity and elephant migration routes into consideration, would go a long way in mitigating the problem. Especially with regard to the population inhabiting the Angolan section of the proposed KAZA TFCA, land-use planning should stop further encroachment of formally protected areas, provide mixed-use buffer zones, stop ambitious plans to develop large-scale irrigation projects along the Cubango-



Okavango River (OKACOM, 2014), and provide elephants with their fair share of highly preferred and badly needed river frontage and marshlands.

#### 4. LEGAL FRAMEWORK

This section will briefly discuss the legal framework, policies and national strategies and plans related to elephant conservation.

*The Constitution of the Republic of Angola* contains a series of articles that promote environmental protection. *Article 12/2* notes that the State promotes the protection and conservation of natural resources, whereby it requires to oversee its exploration to the benefit of the entire community. *Article 24/2* states that the State adopts measures required for the protection of the environment and national flora and fauna species in all the national territory, as well as the maintenance of ecological balance.

*Article 3* of the *Environmental Framework Law* states that the government shall ensure the implementation of strategies and measures aimed at guaranteeing citizens the right to live in a healthy environment and the benefits of a rational utilization of the natural resources of the country. *Article 13/2* of the same law states that the government shall ensure that adequate measures are taken with a view to protecting endangered plant species and maintenance and regeneration of animal species, recovery of damaged habitats, thereby controlling the activities or use of substances capable of harming fauna species and their habitats.

The above laws pertaining to natural resources are reinforced by the *National Biodiversity Strategy and Action Plan (2007 – 2012)*, which defines biodiversity conservation priorities.

A direct result of the ‘International Conference on Poaching and its Harmful Effects on the Continent: Efficient Measures to hold Perpetrators Accountable’, held in Menongue, Cuando-Cubango Province in 2015, was the establishment of the *Environmental Crime Unit* within the Ministry of Environment.

In 2015, the Inter-ministerial Commission Against Environmental Crime and Crime against Wild Fauna and Flora was established, coordinated by MINAMB and composed of the ministries of Defence, Interior, Justice and Human Rights, finance, Agriculture, fisheries, Oil, Transport and Communications. The Committee aims at strengthening law enforcement in key areas, preventing the illegal trade in native Angolan species, coordinating multi-sectorial action at national and regional levels, educating and raising awareness about environmental crime and its impact on the national economy.



In 2014, Angola joined the Elephant Protection Initiative (EPI), while it prepared and submitted a National Ivory Action Plan (NIAP) in 2015. The NIAP aims to strengthen and coordinate efforts to combat the illegal ivory trade and to demonstrate the commitment of the Angolan government with regard to the fight against poaching and illicit trafficking in wild animals and their products.

## **5. RELEVANT DEVELOPMENTS RELATED TO ELEPHANT CONSERVATION**

This section briefly discusses projects and activities related to elephant conservation that are underway or planned. The majority of projects address weaknesses in the legal framework and law-enforcement to combat elephant poaching as well as trafficking in ivory, with some activities addressing human-elephant conflict, with funds allocated by the Department for Environment, Food & Rural Affairs (DEFRA) IWT Challenge Fund, US Fish & Wildlife Services (USFWS), European Union (EU), Global Environment Facility (GEF 6), and Stop Ivory (SI). Stakeholders responsible for implementation are SI/EPI, United Nations Development Programme (UNDP), Wildlife Impact (WI), International Environment Law Project (IELP), Environmental Investigation Agency (EIA), 51 degrees, GardaWorld, Space for Giants & Tlhokomela Trust (See Annex 2 for a detailed description of each project). Due to poor communication between stakeholders, there exists considerable overlap in activities. With regard to elephant conservation, the Implementation Plan as part of the NEAP for Angola will hopefully result in a more coordinated approach of tackling the country's most imminent problems when addressing illegal off take of elephants and illegal trafficking of ivory.



## 6. NATIONAL ELEPHANT ACTION PLAN FOR ANGOLA

The National Elephant Action Plan was developed with the African Elephant Action Plan objective structure as the foundation.

### Vision

**Ensure the viability of African elephant populations in Angola, the integrity and extent of their habitat and co-existence with human populations.**

### Goal

**In Angola, the illegal off-take of elephants and the illicit trade in their products will be reduced to acceptable levels, while maintaining the integrity of their habitat and extending this where feasible, thereby restoring connectivity and migration routes, while involving local communities in elephant conservation and reducing human-elephant conflict to acceptable levels within 10 years.**

This overarching goal will be achieved through the realization of 8 strategic objectives:

*Objective 1* will address elephant poaching in Angola's protected areas as well as the elephant range that has not been inventoried, while at the same time addressing the illegal trade and trafficking in ivory, mainly coordinated by INBAC in Luanda.

*Objective 2* will address habitat loss through encroachment and agricultural expansion and the severance of corridors connecting different elephant populations, including those populations occupying areas along the international borders, with specific focus on the Angolan section of the KAZA TFCA.

*Objective 3* will address the problem of human-elephant conflict, by land-use planning, fencing, non-target crops, sharing of benefits with local communities and participatory approaches to elephant conservation to mitigate conflict.

*Objective 4* will address the lack of awareness on elephant conservation and management among key stakeholders, including the general public, business community, enforcement agencies, judiciary, policy makers, traditional leaders and communities.

*Objective 5* will address adaptive management of elephants through improved knowledge of population numbers, trends and habitat use, as well as monitoring law enforcement in compliance with internationally accepted systems, such as SMART.



*Objective 6* will address strengthened collaboration between national and international stakeholders active for and relevant to elephant conservation, such as wildlife authorities of neighbouring countries, and local and international enforcement agencies.

*Objective 7* will address improved cooperation and collaboration on elephant conservation between the wildlife authorities and the communities, by involving communities in the process of wildlife management through the establishment of multi-stakeholder management boards.

*Objective 8* will address the implementation of the NEAP for Angola by appointing a Coordinator and by setting up a Steering Committee.

## 6.1 Strategic Objectives

### **Objective 1: Illegal killing of elephants and the illegal trade of ivory reduced to acceptable levels by 2024.**

**Target 1a:** By 2024, elephant numbers killed illegally < 1% of the population (general survey data), or carcass ratios < 3% (aerial survey data), or PIKE < 0,5 (CITES/MIKE).

**Target 1b:** By 2028, Angola experiences zero ivory seizures at entry and exit points.

Law enforcement is at the basis of efforts to reduce illegal killing of elephants, primarily through ranger-based patrols, but also through intelligence and investigations, roadblocks and other means. In most of the conservation areas in Angola field staff was either not present or has not been effective in curbing elephant poaching, not least because key ingredients such as equipment, sufficient numbers of well-trained and motivated personnel and investigations and informer networks were not in place. Thus, a comprehensive suite of actions is required to build capacity at both the site and national levels. We should note however that any strengthening of law enforcement, especially at the site level, will prove futile without an enabling environment in terms of strong deterrent wildlife legislation, a cooperative police force, experienced and specialised wildlife prosecutors and an unbiased judiciary.

**Overarching Action 1a:** Build capacity, efficiency and effectiveness of field staff.

In Ghana, leadership qualities and motivation had a highly significant impact on the outcome of site-level law-enforcement programs (Jachmann, 2008). Without strong and motivated leadership, law enforcement will be ineffective, while patrol staff need to be in sufficient numbers, well trained, disciplined and eager to do the job. Moreover, to increase effectiveness and efficiency, SOPs need to be developed and circulated. Actions required are provided below:

**1a.1 Develop and circulate Standard Operating Procedures (SOPs), including but not limited to law-enforcement operations (patrols, investigations, intelligence), monitoring tasks (wildlife observations, law enforcement performance, HEC, etc.), handling of equipment, etc.**

*1a.1.1* Develop SOPs for law enforcement and monitoring,



- 1a.1.2* Circulate SOPs and integrate into training modules,
- 1a.2 Review leadership qualities of field management,**
- 1a.2.1* Determine leadership criteria
- 1a.2.2* Evaluate leadership for each PA
- 1a.3 Develop and circulate SOPs for leadership tasks,**
- 1a.3.1* Develop SOPs,
- 1a.3.2* Circulate SOPs,
- 1a.4 Training and capacity building of field staff leadership (modular if so required),**
- 1a.4.1* Upgrade the 31st January Wildlife School in Menongue (Cuando-Cubango Province) and the Catalangombe Wildlife School in Kissama NP (Luanda Province) to serve as the national and regional facilities for ranger training,
- 1a.4.2* Field staff leadership training course,
- 1a.5 Develop an Anti-Corruption Work Plan for INBAC,**
- 1a.5.1* Use an existing plan and adapt to local circumstances,
- 1a.6 Establish an Integrity Committee to oversee implementation of the Work Plan and report on progress made,**
- 1a.6.1* Establish Integrity Committee,
- 1a.6.2* Implement work plan,
- 1a.6.3* IC meetings to report on progress and violations,
- 1a.7 Conduct an inventory and evaluation of patrol staff for each site, but with specific focus on Bicular, Maiombe, Mavinga and Luengue-Luiana National Parks and the Maria Theresa open area,**
- 1a.7.1* Conduct staff inventory for each PA with elephants,
- 1a.7.2* Evaluate staff using selection criteria for new recruits (see 1a.8),
- 1a.8 Develop strict selection criteria for patrol staff recruitment, considering age, physical condition, background, bush experience, knowledge of flora and fauna, and motivational factors,**
- 1a.8.1* Develop brief manual for selection of new recruits and evaluation of existing rangers,
- 1a.9 Using strict selection criteria, bring patrol staff densities up to adequate levels, especially in key areas with elephants,**
- 1a.9.1* Depending on importance of PA, presence of vulnerable species and poaching situation, increase LE staff levels accordingly,



**1a.10 Training and capacity building of law-enforcement staff, using different training modules (Physical conditioning, defensive tactics, law enforcement and arrest procedures, wildlife laws, environmental crime investigation, firearms, wildlife identification, plant identification, outdoor survival, monitoring HEC and wildlife, ethics),**

*1a.10.1* Develop modular training materials for recruits and re-training of rangers,

*1a.10.2* Phase one ranger training,

*1a.10.3* Phase two ranger training,

**1a.11 Supply patrol staff with adequate equipment,**

*1a.11.1* Assess equipment needs, procure and distribute,

**1a.12 Set up an intelligence network at each protected area containing elephants,**

*1a.12.1* Train selected staff from each PA in intelligence at Menongue,

*1a.12.2* Set up units in each PA.

**Overarching Action 1b: Create an enabling environment to strengthen law enforcement**

Because of Angola's geographical position, with two countries in the east that have been elephant poaching hotspots over the past 30 years and several large sea ports on the west coast, it has been a key trade hub for ivory. Moreover, the same geographical position makes it a common transport route for freight that is in regional overland transit to be shipped by sea or by air. It is therefore not surprising that traders and criminal networks use these existing transit routes to help conduit their contraband across the wider region or to international destinations. Moreover, Angola has been identified as one of the countries of origin and/or export behind the greatest number of seizures and quantities of worked ivory products moving out of Africa mostly through air transport (CITES SC69 Doc. 51.1 Annex). With China as a key investor and main trading partner and the strengthened economic relations with Vietnam, the rapid rise in Chinese businesses and influx of Vietnamese nationals has not particularly helped the case. Therefore, any public awareness raising campaign especially targeted at airports and seaports needs to include Chinese and Vietnamese translations. Angola is unfortunately an ideal place in terms of geography, logistics, and lack of legal deterrence for the illicit ivory trade. Therefore, several strategies must be adopted to intercept ivory being trafficked, while drastically increasing the deterrent measures for involvement with the trade. Although this action needs to be part of the NIAP and has therefore not been provided here, we should note that it is an absolute prerequisite to effectively deal with illicit ivory trafficking to deploy canine units at both the Luanda airport and seaport. Actions and activities are provided below:

**1b.1 Strengthen wildlife legislation and policies and raise awareness amongst politicians and enforcement agency staff.**

*1b.1.1* Review and/or enact national legislation regarding appropriate penalties to mitigate the illegal killing of elephants and the trade in ivory,

*1b.1.2* Raise political awareness of the importance of wildlife to promote the enactment of appropriate laws and their applicability regarding the conservation of African elephants,





- 1b.1.3* Motivate and sensitise judicial bodies on the development and enforcement of effective policies for the conservation of elephants, including the development of a best practice handbook on wildlife crime prosecutions. Raise awareness among prosecutors, judiciary and police on the seriousness of wildlife crimes, preferably during workshops in a rural setting (protected area),
- 1b.1.4* Train prosecutors and judiciary on wildlife laws and their enforcement,
- 1b.1.5* Implement a National Wildlife Crime database,
- 1b.1.6* Enforce CITES provisions on ivory trade and other elephant products, including maintaining an inventory of stockpiles, and removal of ivory from economic use,
- 1b.1.7* Identify the origin of the seized ivory and determine the pattern of illegal networks and routes for ivory smuggling using investigations, DNA analysis and other forensic techniques.

**1b.2 Harmonise relevant national policies and laws on the conservation of the African Elephant with those of other Range States.**

- 1b.2.1* Identify gaps and overlaps in various policies and laws,
- 1b.2.2* Hold periodic meetings to discuss the outcome and harmonise conflicting policies and laws,
- 1b.2.3* Advocate a review and harmonisation of conflicting policies and laws at the highest political level.

**1b.3 Establish a standardised communication network, linking all protected areas with HQ in Luanda,**

- 1b.3.1* Establish a communication network based on several autonomously working components, i.e. PC/Internet, regular and sat phone, and GPS with communication options for rapid response and investigations,

**1b.4 Set up a general-use data-base at INBAC connecting all parks and reserves with HQ,**

- 1b.4.1* Develop database for general use, from collated law-enforcement statistics (performance, encounters, arrests, etc.) to wildlife encounters and survey results,

**1b.5 Strengthen the Wildlife Crime Intelligence Unit and the Multi-Sectorial Committee,**

- 1b.5.1* Strengthen the Wildlife Crime Intelligence Unit (WCIU) and the Multi-Sectorial Committee (Wildlife Authorities, Police, Customs & Judiciary),
- 1b.5.2* Establish a centralised intelligence and case management system for relevant enforcement agencies to share information and to strengthen inter-agency cooperation. UNODC should be invited to set up GoCase, a freely available software solution for an integrated intelligence, investigation & prosecution case management and criminal database,



*1b.5.3* Establish 10 Provincial Overt Multi-Agency Taskforces (Wildlife Crime Units) consisting of Judiciary, Customs, Police and Wildlife staff,

*1b.5.4* Train staff of Wildlife Crime Units (WCU),

**1b.6 Set up a prosecution office with staff specialised in wildlife crime,**

*1b.6.1* Select several sensitised and specialised prosecutors to work for INBAC,

**1b.7 Provide training in investigative and forensic techniques for INBAC staff, WCIU, police, and immigration,**

*1b.7.1* Develop the capacity of key staff in relation to IWT, legislation, enforcement systems, intelligence gathering, forensics and operations management

**Objective 2: Maintain habitat integrity and expand where possible to restore connectivity.**

**Target 2:** Current elephant range is expanded to improve connectivity between key populations, and to allow for cross-border movements by 2024.

Habitat loss, fragmentation and the severance of corridors connecting different elephant populations, whether internal or cross-border, have all contributed to the decline of elephants in Angola. Although most of Angola's elephant populations are all confined to protected areas with strict boundaries, encroachment due to deforestation as a result of charcoal burning, expanding agriculture and settlements, land conflicts and unlawful decisions by traditional leaders and local politicians have eroded away the available habitat for elephants. Examples are the Mavinga and Luengue-Luiana National Parks, the Angolan section of the proposed KAZA TFCA. Because expansion of agriculture and settlements is much more pronounced in open areas, connectivity between local populations is almost entirely lost.

**2.1 Improve connectivity between elephant populations.**

*2.1.1* Identify and prioritise the opportunities for expansion of distribution areas to create corridors within an extended territorial planning,

*2.1.2* Create and/or restore, where possible, connectivity between elephant populations,

**2.2 Establish and strengthen partnerships for effective management of cross-border areas.**

*2.2.1* Obtain support for the conservation and management of cross-border populations, through the establishment of international partnerships,

*2.2.2* Develop joint programs to manage national and cross-border populations and habitats,



## **2.3 Promote land-use planning to safeguard the long-term viability of the elephant population in the south-east of the country.**

- 2.3.1 Use land-use planning to divide the Mavinga and Luengue-Luiana National Parks and their peripheral areas into strict wilderness areas without human presence or activities, mixed-use zones (buffer zones), and agricultural and pastoralist zones,
- 2.3.2 Scout for alternative land options and financial compensation for those people who volunteer to move out of the Mavinga and Luengue-Luiana National Parks to be resettled elsewhere,
- 2.3.3 Keep corridors required for elephant movement and dispersal free from any human activities (Namibian and Zambian borders KAZA TFCA),
- 2.3.4 Improve land management by limiting further build-up of human densities and agricultural practices in the immediate proximity of protected areas, especially the section of the KAZA TFCA, while promoting non-target crops.

## **Objective 3: Reduce human-elephant conflict to acceptable levels**

**Target 3:** Human-elephant conflict reduced to acceptable levels, with zero human fatalities by 2028

Poor land-use management around protected areas has facilitated human-elephant conflict. These conflicts range from crop damages, property losses and human fatalities to injuries. Crop-raiding by elephants is a severe problem, with farmers frequently losing an entire year's crop overnight, while not only risking their lives in defence of their crops, but their entire livelihood as well. Human fatalities are simply not acceptable.

### **3.1 Apply adaptive management approaches to HEC mitigation, focusing on capacity building of managers and local communities.**

- 3.1.1 Carry out a country-wide inventory of HEC incidents and develop monitoring system,
- 3.1.2 Create a database on the types, severity, causes and impacts of HEC and their mitigation measures,
- 3.1.3 Create HEC mitigation strategies and develop guidelines accordingly,
- 3.1.4 Empower wildlife conservation and local communities to ensure that appropriate HEC approaches are implemented,
- 3.1.5 Undertake appropriate territorial planning,

### **3.2 Establish partnerships for the mitigation of HEC.**

- 3.2.1 Compile and disseminate information on HEC mitigation measures,



- 3.2.2 Develop plans to manage HEC in different scenarios, integrating local communities and other stakeholders into participatory planning,
- 3.2.3 Integrate traditional knowledge and other deterrents into HEC.

## **Objective 4: Raise awareness on conservation and management of elephants**

**Target 4:** Key stakeholders in elephant conservation as well as the general public are all aware of the precarious situation of Angola’s elephants and the measures and attitude required remedying this by 2020

Community members, traditional leaders, the business community, politicians, and officers of the Angolan enforcement agencies are usually not aware of the seriousness of the situation – on one hand the declining elephant numbers, the economic importance of elephants for the country, the loss of integrity of the habitat, and the increase in trafficking and trade in illicit ivory, but on the other hand the upcoming changes in the penalty structure, raising the deterrence level for wildlife crimes. A country-wide sensitisation program is required, targeting each of these main stakeholders, but not excluding the general public.

### **4.1 Promote stakeholder awareness on African elephant conservation.**

- 4.1.1 Disseminate reliable information on the precarious situation of elephants in Angola, as well as on their conservation and management to police, armed forces, judiciary, general public, business community, local communities, scientific and public institutions,
- 4.1.2 Develop and implement awareness programs targeting schools, general public, local communities, policy makers, enforcement agencies, NGOs, business sectors and others, whereby all materials prepared for the general public and business sectors should be translated in Chinese and Vietnamese as well,
- 4.1.3 Strengthen the individual and institutional capacity of those responsible for elephant management,
- 4.1.4 Develop and execute a communication strategy to justify actions and management decisions,

### **4.2 Use traditional knowledge in African elephant conservation.**

- 4.2.1 Incorporate relevant traditional beliefs and practices in the conservation and management of the African elephant.

### **4.3 Promote information exchange on the results of research on elephant conservation and management.**

- 4.3.1 Develop and implement information, education and communication strategies on African elephant conservation,



## **Objective 5: To aid adaptive management, determine elephant distribution, range use, numbers and trends.**

**Target 5:** Total elephant range, key populations and their distribution areas, migration patterns and corridors inventoried and all protected areas using SMART by 2024.

Sound management of elephant populations requires monitoring and evaluation, which includes performance management. Monitoring of elephant population numbers, trends, distribution and mortality is required as feedback for management to inform them whether they are on the right track, but also monitoring and evaluation of staff performance and patrol coverage serves as feedback for management to steer the proper course towards goals set a priori. This is known as adaptive management.

### **5.1 Determine and monitor the status of populations of African elephants and their habitats in Angola.**

- 5.1.1 Source funding to carry out aerial or ground counts of all relevant elephant populations in protected areas as well as a low-intensity aerial sample survey of the potential elephant range for which information is lacking, especially the area north of Mavinga and Luengue-Luiana National Parks, using the **CITES MIKE Program Aerial Survey Standards to ensure repeatability and comparability**. For ground survey techniques see Jachmann (2001),
- 5.1.2 Use satellite tracking collars to monitor seasonal movements of priority populations, especially those involved in cross-boundary movements such as the population inhabiting the southeast of the country (proposed KAZA TFCA),
- 5.1.3 Investigate new and economically viable methods for the long-term study of elephants in Angola,
- 5.1.4 Establish forums for the exchange of information between Range States for coordinated monitoring of trans-boundary movements of elephants.

### **5.2 Initiate adaptive management in all sites with elephants.**

- 5.2.1 Initiate a database on elephant numbers, trends, distribution and movement patterns.
- 5.2.2 Coordinate research efforts, compile and disseminate research results,
- 5.2.3 Initiate SMART in each site with elephants, monitoring wildlife as well as law enforcement performance,
- 5.2.4 Train site management in the use of SMART and patrol-based information as feedback for the adaptive management system,
- 5.2.5 Source funding for computers, software, GPSs and other equipment required,
- 5.2.6 Develop research and management plans for all relevant sites.



## **Objective 6: Strengthening cooperation with other Range States.**

### **Target 6: See Target 1b.**

Both national and international cooperation between enforcement agencies is hindered by the absence of clear channels of communication. The establishment of a regional intelligence taskforce will boost the effective capacity to investigate and prosecute transnational crimes.

#### **6.1 Improve communication with wildlife authorities in neighbouring countries,**

- 6.1.1 Formulate bi-lateral or multi-lateral agreements between Angola and neighbour countries to ensure conservation & management of trans-boundary areas and prevention IWT & poaching,

#### **6.2 Improve communication with enforcement agencies in neighbouring countries,**

#### **6.3 Establish a joint intelligence taskforce with neighbouring countries (Space for Giants/SADC LEAP),**

- 6.3.1 Establish a trans-frontier wildlife law enforcement training facility in Boro (Botswana); Develop wildlife law enforcement training curriculum; Train 250 rangers from all KAZA countries, including Angola; Set up a KAZA trans-frontier satellite communication network; Any SADC LEAP Initiative

## **Objective 7: Increase cooperation and collaboration with local communities on African Elephant conservation.**

**Target 7:** Community involvement with elephant conservation strengthened, with tangible benefits flowing to the household level, and the incidences of snaring and illegal killing of elephants by community members reduced to acceptable levels by 2028.

Due to the exclusion of fringe communities to actively participate in conservation and reap some of its benefits at the household level, subsistence and commercial poaching continue unabated. Although snaring is a highly destructive practice, because it kills many non-target species, the incidence of snaring as a proxy indicator for community involvement with poaching is a good indicator of community cooperation.

#### **7.1 Raise awareness and sensitise fringe communities about the seriousness of wildlife crime and forthcoming changes in the penalty structure,**



- 7.1.1 Invite chiefs and village elders to local meetings where they are informed about the plight of elephants in Angola, forthcoming changes in the penalty structure, and the potential of live elephants to contribute to their livelihoods,
- 7.2 Limit human fatalities and crop damage through fencing, cultivation of non-target crops, bee-hives, and other recent technology,**
- 7.3 Establish protected-area management boards, involving relevant stakeholders, including representatives of the fringe communities,**
- 7.3.1 For each PA or open area with elephants, establish a PA Management Board (PAMB), a multi-stakeholder forum, including representatives of the fringe communities.
- 7.4 Establish alternative livelihood programs in the vicinity of parks and reserves, for now limited to the section of the proposed KAZA TFCA, such as community-based ecotourism sites, but with a focus on initiatives that result in tangible benefits at the household level,**
- 7.4.1 Create an enabling environment for the establishment of community wildlife conservancies and ecotourism enterprises, thereby creating buffer zones along the PA periphery, by legislative updates (by-laws), microcredits, changes in land tenure, etc.
- 7.5 Support ecotourism initiatives that promote greater employment opportunities and value chain development for local communities,**
- 7.5.1 Give priority to private investors with a business plan that stipulates that only local labour, local materials and local produce will be used, thereby maximising monetary flow to the community level.

## **Objective 8: The National Elephant Action Plan for Angola is Effectively Implemented**

**Target 8:** Coordinator and Steering Committee members appointed by late 2018, and NEAP implementation started in early 2019.

NEAP implementation will require the appointment of a Coordinator and a Steering Committee. The Coordinator will be responsible for broadcasting the NEAP and establishing and maintaining close relations with the various government partners. He/she will also be the focal point for all non-governmental partners and donors, who will have to tighten collaboration with the Angolan Government for the implementation, financing and monitoring of all elephant conservation related activities.

In collaboration with the different partners, annual NEAP workshops will assess progress of NEAP targets, adapt the plan to include new potential threats and define an annual work plan, including a series of priority actions.



The NEAP will be the framework for defining each government institution's and their partners' roles and responsibilities. Official memorandums of understanding between different institutions and private sector partners will coordinate actions, harmonise procedures, and set up communication and data management networks. Coordination among NGOs, donors, and government research institutions will also be strengthened, to avoid duplicating efforts across the country, facilitate national capacity building, and strengthen the links between scientific research and elephant population management.

Projects corresponding to the priority actions of the annual work plan, developed by the government and / or partners, will be submitted to the NEAP Coordinator and Steering Committee and included in the annexes of the NEAP. The Coordinator will work with donors to simplify the funding of priority projects.

The Coordinator will also monitor and evaluate the implementation of priority activities. Reports and results will be collected in a central database and will contribute to an annual report. NEAP implementation will require the development of an elephant-centred communication strategy to ensure awareness and adherence from all stakeholders.

## **8.1 Establish an enabling environment and a clear framework for NEAP implementation.**

*8.1.1a* Appoint NEAP Coordinator,

*8.1.1b* Hire a part-time Technical Conservation Advisor,

*8.1.2* Appoint a NEAP Steering Committee,

*8.1.3* Publicise NEAP and establish close relationships with partners,

*8.1.4* Organise annual meetings between stakeholders and invite the NEAP coordinators from neighbouring countries,

*8.1.5* Define the priority actions for the Angola government,

*8.1.6* Define clear procedures for partners to coordinate activities and funding.

## **8.2 Reinforce coordination between government institutions.**

*8.2.1* Define and clarify the roles and responsibilities of each institution for each NEAP objective, target and implementation measure,

*8.2.2* Establish official collaboration agreements for information exchange and coordinated implementation for elephant conservation,

## **8.3 Reinforce collaboration between government institutions, non-governmental partners and the private sector.**





- 8.3.1 Coordinate activities carried out by Government institutions, INGOs, NGOs and the private sector to ensure complementarity and circulation.

#### **8.4 Follow progress on the implementation of priority actions.**

- 8.4.1 Develop procedures for monitoring and evaluating the implementation of NEAP activities,
- 8.4.2 Collect relevant reports and information for the NEAP and archive them in a central database.

## **7. CONCLUSION**

This national action plan developed for the survival of the remaining elephant populations in Angola is a comprehensive program that will be implemented by the National Institute of Biodiversity and Conservation Areas (INBAC), in close collaboration with the Ministry of Environment (MINAMB) and other relevant government institutions, as well as stakeholders working on elephant conservation or wildlife conservation in general in Angola. The NEAP for Angola should be used to guide all strategies and decisions of relevant government institutions, including customs, transport, agriculture, justice and law enforcement. This action plan aims at stabilizing the few remaining elephant populations in the country, improving protection and environmental law enforcement, redefining conservation areas for elephants, reducing human-elephant conflict, promoting a positive image of elephants, and expanding the knowledge on elephants in Angola. Although this action plan is highly ambitious for a country that still lacks in-depth experience with wildlife conservation and management, while little is known about its remaining wildlife resources, a lot can be learned and done during its 10-year lifespan. The NEAP is a provisional adaptive strategy that needs to be updated annually to integrate new information and define priority actions and an annual work plan. During its implementation, Angola will need all the help it can get from stakeholders active in wildlife conservation, while significant resources need to be mobilised to implement this strategy.

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## 9. ANNEXES

### ANNEX 1: WORKSHOP RESULTS

Workshop results: Table 1 shows the impact on the various sectors of threats identified during the workshop, while Table 2 shows the benefits of the different responses to these threats. The list below shows priority response options to the various threats as identified during the workshop (see Table 3):

- Propose alternative practices to reduce deforestation
- Map elephant distribution areas
- Stop illegal poaching and strengthening monitoring of elephant populations
- Promote the development of the tourism industry
- Study the agricultural activity vulnerability and its implication in the modification of ecosystems.
- Review wildlife conservation laws
- Sensitisation at all levels on the conservation value of the elephant
- Wildlife monitoring and data system management
- National institutional interaction for the plan activities implementation
- Promote SLM for higher agricultural incomes
- Promote wildlife-based economic activities
- Development of means of information dissemination concerning elephant conservation
- Identify socio-economic factors for elephant valorisation
- Map elephant distribution areas
- Reinforcement of Inspection in the areas of Elephants occurrence and in the border posts
- Enforcement of law
- Intensify the dismantling of ivory traffic networks
- Enhancement of Inspection at airports and border areas



**Table 1- Threats**

Threats	Sectors: Impact ( from 0 to 5, 0 no impact , and 5 great impact)									
	Agriculture	Tourism	Economy	Land management and urban planning	Industry	Politics	Education and Social Communication	Interior Ministry	Finance Ministry (AGT)	TOTAL
<b>Direct threats</b>										
Habitat loss and deforestation	5	3	3	4	3	4	4	0	0	<b>26</b>
Hunting	4	0	5	0	1	5	5	0	0	<b>20</b>
Human Settlement	5	0	2	4	3	4	4	0	0	<b>22</b>
Man-animal conflict	5	0	2	4	2	4	4	0	0	<b>21</b>
Illegal ivory commerce	0	0	0	0	0	4	2	2	2	<b>10</b>
Lack of Awareness	4	4	4	4	4	4	4	2	2	<b>32</b>
<b>Indirect Threats</b>										
Diseases	3	0	0	0	0	0	0	0	0	<b>3</b>
Back-burnings	5	0	0	0	2	4	3	0	0	<b>14</b>
Extraction of resources	5	0	4	1	4	4	3	0	0	<b>21</b>
Climate changes	3	0	3	4	4	3	4	0	0	<b>21</b>
<b>TOTAL</b>	<b>39</b>	<b>7</b>	<b>23</b>	<b>21</b>	<b>23</b>	<b>36</b>	<b>33</b>	<b>4</b>	<b>4</b>	<b>169</b>



Table 2- Answer by sector

Answer option	Benefits (0 to 5, being 0 no benefit and 5 being high benefit. In the case of cost classification, it is 5 to 1, 5 being low cost (below 1 million), 3 being medium cost (5-10) and 1 being high-cost (more than 10 million) USD										
	Rural subsistence means	Mitigation of human-animal conflict	Intrinsic economic valuation	Education and training	Reduction of slaughter and illegal trade	Benefits to the local communities	Economic growth	Wildlife conservation	Establishment of synergies	Cost	TOTAL
<b>Agriculture</b>											
Suggest alternative practices to reduce deforestation	5	5	1	4	5	5	5	5	5	1	<b>40</b>
Promote SLM to increase agricultural income	4	4	4	4	4	4	4	4	4	1	<b>36</b>
Study the vulnerability of agricultural activity and its implication in the modification of ecosystems	3	4	5	4	5	5	5	4	4	3	<b>39</b>
	<b>12</b>	<b>13</b>	<b>10</b>	<b>12</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>13</b>	<b>13</b>		<b>115</b>
<b>Tourism and Economy</b>											
Promote the development of the tourism industry	4	3	5	4	5	5	5	5	4	1	<b>40</b>
Identify socio-economic factors for elephant valorisation	3	3	5	4	5	3	4	5	3	5	<b>35</b>
Promote economic activities based on nature	4	3	5	3	4	4	5	5	3	3	<b>36</b>
	<b>11</b>	<b>9</b>	<b>15</b>	<b>11</b>	<b>14</b>	<b>12</b>	<b>14</b>	<b>15</b>	<b>10</b>		<b>111</b>
<b>Legislation</b>											
Review wildlife conservation laws	4	5	5	5	5	3	3	5	4	4	<b>39</b>
<b>Scientific Investigation</b>											
Wildlife monitoring and data system management	4	5	5	4	4	3	3	5	4	1	<b>37</b>
Map elephant distribution areas	3	5	4	3	2	2	3	5	3	3	<b>30</b>
	<b>7</b>	<b>10</b>	<b>9</b>	<b>7</b>	<b>6</b>	<b>5</b>	<b>6</b>	<b>10</b>	<b>7</b>		<b>67</b>
<b>Awareness raising/dissemination of information</b>											
Awareness at all levels on the conservation value of elephants	2	5	5	5	5	3	4	5	5	4	<b>39</b>
National institutional interaction for implementation of the planned activities	3	5	4	4	5	3	3	5	5	5	<b>37</b>
Development of means of dissemination of information concerning elephant conservation	2	5	5	5	5	2	2	5	5	5	<b>36</b>

Table 3- Priority answers

Answer option	Benefits (0 to 5, being 0 no benefit and 5 being high benefit. In the case of cost classification, it is from 5 to 1, 5 being low cost (below 1 million), 3 being medium cost (5-10) and 1 being high cost (more than 10 million)	
	Benefits (0 to 5, being 0 no benefit and 5 being high benefit. In the case of cost classification, it is from 5 to 1, 5 being low cost (below 1 million), 3 being medium cost (5-10) and 1 being high cost (more than 10 million)	



	Rural subsistence means	Mitigation of human-animal conflict	Intrinsic economic valuation	Education and training	Reduction of illegal slaughter and trade	Benefits for the local communities	Economic growth	Wildlife conservation	Establishment of synergies	Cost	TOTAL
Suggest alternative practices to reduce deforestation	5	5	1	4	5	5	5	5	5	1	40
Promote the development of the tourism industry	4	3	5	4	5	5	5	5	4	1	40
Study the vulnerability of agricultural activity and its implication in the modification of ecosystems	3	4	5	4	5	5	5	4	4	3	39
Review wildlife conservation laws	4	5	5	5	5	3	3	5	4	4	39
Awareness at all levels on the conservation value of the elephant	2	5	5	5	5	3	4	5	5	4	39
Wildlife monitoring and data system management	4	5	5	4	4	3	3	5	4	1	37
National institutional interaction for the implementation of the planned activities	3	5	4	4	5	3	3	5	5	5	37
Promote SLM to higher agricultural income	4	4	4	4	4	4	4	4	4	1	36
Promote wildlife-based economic	4	3	5	3	4	4	5	5	3	3	36



activities											
Development of means of dissemination of information concerning elephant conservation	2	5	5	5	5	2	2	5	5	5	36
Identify socio-economic factors for elephant valorisation	3	3	5	4	5	3	4	5	3	5	35
Map elephant distribution areas	3	5	4	3	2	2	3	5	3	3	30
Reinforcement of surveillance in the occurrence areas of elephants and in border posts	0	5	3	2	5	2	2	5	4	5	28
Promote awareness-raising actions within local communities	0	3	3	4	5	2	1	5	5	5	28
Reinforcement of law application	0	3	4	2	5	0	2	5	4	5	25
Intensify the actions of dismantling of ivory traffic networks	0	0	4	2	5	0	2	5	4	2	22
Promote awareness raising actions	0	0	3	4	5	0	1	5	4	5	22
Reinforcement of surveillance at airports and border areas	0	0	1	3	5	0	1	5	5	5	20





## ANNEX 2: OVERVIEW OF PROJECTS CURRENTLY UNDERWAY OR PLANNED (2018)

Project	Description	Responsibility	Methods	Means Of Verification	Progress
<p><b>Name:</b> Developing investigation &amp; Prosecution Capacity to Save Angola's Elephants</p> <p><b>Financed by:</b> DEFRA IWT Challenge Fund</p> <p><b>Budget:</b> £ 327,010</p> <p><b>Scope:</b> Angola wide</p> <p><b>Timeline:</b> 3 years, May 2017 to March 2020</p>	<p>1. To strengthen criminal justice system for wildlife crime.</p> <p>2. To investigate, analyse and reduce domestic and trans-boundary ivory trade.</p>	<p>Stop Ivory/EPI</p> <p>WI and IELP – for the legislative review</p> <p>EIA – ivory trade analysis</p>	<p>1.1 Review of penalties and application in wildlife crime</p> <p>1.2 Best practice handbook on wildlife crime prosecutions for prosecutors and the judiciary</p> <p>1.3 Deliver skills-based training course on wildlife crime prosecutions for 30 prosecutors in Kissama National Park.</p> <p>1.4 Deliver skills-based training course/awareness raising for judiciary on wildlife crime prosecutions and sentencing for 20 magistrates/judges in Kissama National Park.</p> <p>1.5 Implement national wildlife crime recording database</p> <p>2.1 Desktop scoping study of Angola's historical and current ivory trade.</p> <p>2.2 Scoping visit to Luanda – on-site assessment of ivory markets, interviews with traders and law enforcement officials and production of report for investigations.</p> <p>2.3 First investigation on Angolan ivory trade including site visits and interviews. Produce a definitive assessment of criminal networks trading in ivory in Angola (and potentially neighbouring countries) including recommendations for preventative and law enforcement interventions.</p> <p>2.4 Second investigation visit and report produced and shared with law enforcement agencies (this is dependent on the results and feedback from the first investigation).</p>	<p>Data on poaching incidents and INBAC/Police/courts on poaching and ivory prosecutions.</p> <p>Data and analysis from Environmental Investigation Agency scoping and investigation reports.</p>	<p>Year one complete.</p> <p>1.1 Legislative review commenced for completion September 2018 – as part of collaboration with USFWS project.</p> <p>1.2 Legal handbook of best practice carried over for year two. Planning commenced.</p> <p>1.3 Skills based training course for prosecutors – planned for delivery this year</p> <p>2.1 Desktop review of the ivory trade complete and submitted to MINAMB</p> <p>2.2 Scoping visit to Luanda. Complete and submitted to MINAMB</p> <p>2.3 First undercover investigation - planned for delivery this year</p>



<p><b>Name:</b> Strengthening Angola's Criminal Justice System for Wildlife</p> <p><b>Financed by:</b> GardaWorld</p> <p><b>Budget:</b> £ 100,000 (25,000 allocated to SMS rollout in Kenya). £ 30,000 remains for the RNA.</p> <p><b>Timeline:</b> One year, seeking funding for next phase</p>	<p>To support NEAP priority objectives; Anti-poacher ranger training and Protected Area Management</p> <p><b>Scope:</b> Angola wide</p> <p>Specific sites: Luengue-Luiana, Quicama, Menongue Ranger Training School</p>	<p>Stop Ivory/EPI</p> <p>Implemented by 51 degrees</p> <p>Ranger training/knowledge exchange trip 2017.</p> <p>The Protected area assessments are due to be undertaken in 2018.</p>	<p>1.1. Phase One Anti-Poaching Ranger Training</p> <p>1.2. Knowledge Exchange Trip for senior Angolan ministry personnel (January, 2018)</p> <p>1.3. Rapid Needs Assessment (RNA) for protected area management of Luengue-Luiana and Quicama and Management Action Plans (MAP) (June, 2018)</p> <p>1.4. Phase Two Anti-Poaching Ranger Training: Development of funded ranger training programme for induction of new recruits into INBAC over the next three years, including training trainers and on-going mentoring at the Menongue Ranger Training School (pending funding, to start 2018)</p>	<p>Number of certified rangers active in protected areas</p>	<p>1.1 Phase one ranger training: completed in May-June, 2017 - identified severe capacity deficits</p> <p>1.2 Knowledge exchange – complete and signed off</p> <p>1.3 RNA – planned for June, 2018</p>
<p><b>Name:</b> Building the Capacity of the Government of Angola in Countering Wildlife</p>	<p>To disrupt the supply-chain and counter wildlife trafficking in Angola, with</p>	<p>Wildlife Impact (WI) and International Environment</p>	<p>Objective 1: Improve Angolan government capacity to implement its wildlife crime action strategy and wildlife protection legislative framework</p> <p>Activity 1.1: Assessment of legislation relevant to CITES implementation and wildlife crime.</p>	<p>Number of illegal wildlife trafficking cases from Angola decrease</p>	<p>1.1 Assessment of the legislative framework is underway in collaboration with the SI project</p> <p>1.2 The roundtable for verification is due in</p>



<p>Trafficking in Cabinda Province</p> <p><b>Financed by:</b> USFWS</p> <p><b>Budget:</b> US\$ 222,510</p> <p><b>Scope:</b> Maiombe National Park and wildlife corridor areas (proposed Maiombe Transboundary Protected Area)</p> <p><b>Timeline:</b> One year, January 2018 – January 2019</p>	<p>a specific focus on Maiombe National Park and surrounding areas of Cabinda Province.</p>	<p>Law Project (IELP)</p>	<p>Activity 1.2: Roundtable review of legislation framework recommendations; create action plan</p> <p>Objective 2: Enhance Angola’s wildlife law enforcement and implementation capacity</p> <p>Activity 2.1: Develop permit system and enforcement database to support national CITES authorities</p> <p>Activity 2.2: Training on CITES/Angolan law as legal basis for enforcement and prosecutions</p> <p>Activity 2.3: High-level enforcement and intelligence mentoring/training workshop</p> <p>Activity 2.4: Community Training in Maiombe National Park and Cabinda Province</p> <p>Activity 2.5: Wildlife confiscation and disposition training</p>		<p>September 2018</p>
<p><b>Name:</b> Southern Africa Illegal Wildlife Trade regional training facility for KaZa TFCA</p>	<p>To create a trans-frontier wildlife law enforcement network of highly skilled</p>	<p>Space for Giants Tlhokomela Trust</p>	<p>1.1. A trans-frontier wildlife law enforcement training facility in Boro, Botswana</p> <p>1.2. wildlife law enforcement training curriculum</p> <p>1.3. 250 people across KAZA will be trained and mentored (rangers/intelligence investigators/ public investigators/ community management staff)</p> <p>1.4. KAZA TFCA satellite communications network</p>	<p>By 2021, at least a 50% reduction in the illegal killing of elephants, as recorded by MIKE</p>	<p>Uncertain. Not commenced as far as aware in Angola</p>



<p><b>Financed by:</b> EU</p> <p><b>Budget:</b> Euro 1.5 million</p> <p><b>Timeline:</b> 2 years, starts in 2018</p>	<p>individuals in each of the KaZa TFCA partner countries, to enhance actions to tackle the illegal wildlife poaching and trafficking in KAZA and beyond.</p>			<p>independent data within KAZA, and a significant improvement in conviction rates and penalties for those prosecuted for wildlife crime.</p> <p>Improved standards in wildlife law enforcement within KAZA and the 5 country jurisdictions</p> <p>A network of mobilised community groups in Botswana and Angola effectively participating in wildlife law enforcement, alongside the private and</p>	
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				public sectors, and Namibia, Zambia and Zimbabwe's community groups	
<p><b>Name:</b> Combating Illegal Wildlife Trade and Human Wildlife Conflict in Angola</p> <p><b>Financed by:</b> GEF 6</p> <p><b>Budget:</b> US\$ 16.5 million</p> <p><b>Scope:</b> Angola NPs: Maiombe, Cameia, Mupa and Luando Menongue (Cuando-Cubango), Transboundary countries - the Democratic</p>	<p>1. Strengthening the systemic and institutional framework for combatting IWT</p> <p>2. Strengthening the management effectiveness of the existing national PA estate</p> <p>3. Reducing IWT and poaching, and HWC, at site level</p>	UNDP	<p>1.1.1 Angola's wildlife crime and HWC issues are comprehensively mapped and assessed.</p> <p>1.1.2 New National Strategy for Illegal Wildlife Trade and Poaching</p> <p>1.1.3 A new National Strategy to Prevent and Mitigate Human-Wildlife Conflict</p> <p>1.1.4 Approximately 10 Provincial Wildlife Crime Units (WCUs) are established (one per National Park plus Luando Strict Nature Reserve).</p> <p>1.1.5 The capacity of key staff (from relevant ministries and agencies e.g. police, judiciary, customs) is developed in relation to IWT legislation, enforcement systems, intelligence gathering, forensic investigations and operations management.</p> <p>1.1.6 A nationwide system for monitoring wildlife trade and wildlife crime cases is established and operationalized.</p> <p>1.1.7 Bilateral and/or multilateral agreements are formulated, signed and implemented between Angola and its neighbour countries, the Democratic Republic of the Congo (DRC), Zambia and Namibia, to ensure the conservation and sustainable management of transboundary areas and the prevention of IWT and poaching.</p> <p>1.1.8 Wider public awareness of biodiversity and ecosystem</p>	Indicators will be confirmed and baseline and targets will be determined during the PPG.	In planning phase. In 2018 project will commence.



<p>Republic of the Congo (DRC), Zambia and Namibia</p> <p><b>Timeline:</b> 11th June, 2018 Project planning workshop.</p>			<p>conservation, HWC and wildlife crime is achieved through comprehensive multimedia outreach and education campaigns with national and international impact.</p> <p>2.1.1 The 31st of January Wildlife School in Menongue (Cuando-Cubango) is upgraded to become a 'Centre of Excellence for Wildlife Management' and serve as a national and regional facility for state-of-the-art ranger training on effective PA management and strategies for reducing IWT, poaching and HWC.</p> <p>2.1.2 PA management plans for Maiombe, Cameia, Mupa and Luando are updated with focus on a) priority actions to reduce IWT and HWC, and b) delineating the roles and responsibilities of the WCUs in and around PAs.</p> <p>2.1.3 Critical conservation and IWT sites are identified, population and ecosystem status baselines established and threat/risk assessments (including IWT) updated in select PAs as a basis for management planning.</p> <p>2.1.4 Targeted human-wildlife conflict analysis in select PAs (Maiombe, Cameia, Mupa, Luando) is implemented through participatory approaches.</p> <p>2.1.5 Boundaries of the recently gazetted Maiombe National Park are redrawn to exclude two municipalities from the PA to a) strengthen protection of the PA, and b) reduce HWC in these communities.</p> <p>2.1.6 PA staff are trained in legislation relevant to wildlife offences; law enforcement measures relating to wildlife offences; prosecutorial and judicial capacities to respond to wildlife crime.</p>		
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		<p>3.1.1 Capacity development and training support is provided to rangers and the staff of the ten newly formed interagency WCUs</p> <p>3.1.2 Enforcement capacity (judiciary, customs, police) is strengthened in and around target sites</p> <p>3.1.3 Equipment (e.g. transport, communications/radio, cameras, GPS, night vision, drones, etc.) in Maiombe, Cameia, Mupa, Luando PAs.</p> <p>3.1.4 Effective transfrontier collaboration with neighbouring countries around Maiombe NP</p> <p>3.1.5 Pilot demonstration projects are put in place to solve and mitigate human-wildlife conflicts in key areas within and outside key PAs (Maiombe, Cameia, Mupa, Luando</p> <p>3.1.6 Alternative livelihoods are piloted in select communities (including Maiombe) e.g. ecotourism based on wildlife watching and bee-keeping.</p>		
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## ANNEX 3: PROJECT PROPOSAL ANG1

**Country:** Angola

**Lead Institution:** INBAC

**Duration of Project:** Two years

**NEAP Objective 5, Target 5, Action 5.1, & Activity 5.1.1**

**Project Title:** Determining the current elephant range in Angola: A country-wide inventory of elephant populations.

**Rationale:** Except for an aerial sample survey carried out in the southeast of the country in 2015, and a few presence or absence surveys in some of the other PAs, very little is known about the current size of the elephant range in Angola, that is density, distribution, movements and connectivity of the country's remaining elephant populations. This information is a prerequisite for sound management decisions in relation land-use planning – that is demarcation and possible expansion of existing PAs and the creation of new PAs - allocation of law-enforcement effort and many other factors pertaining to elephant conservation and management.

**Project Objective:** To obtain detailed information on the size of the elephant range in Angola, including densities and distribution of the remaining elephant populations in the country by 2020.

**Methods:** Considering the size of the country, to limit time expenditure and costs, this inventory needs to be carried out as effectively and efficiently as is practically feasible, starting with stratifying the country based on the information that is available. Based on existing knowledge, we may distinguish between at least 4 different dispersal areas, some of which with possibly several distinct populations that may or may not be connected within the dispersal areas.

- a. *Maiombe National Park in Cabinda Province:* This population is trans-boundary, moving between Congo and Angola. Being forest, this area requires the use of specialized indirect ground count techniques, using elephant dung, sometimes in combination with footprints and other signs of elephant presence. This survey requires a highly specialized team and should include gorilla and chimpanzee. Approximate size of survey area in Angola: 2,000 km<sup>2</sup>.
- b. *North-West Elephant Range (NWER):* This includes Kissama NP, the Maria Theresa open area, Kambondo Forest and the areas in between. Kissama, Maria Theresa and Kambondo require aerial sample surveys, with low-intensity aerial recce surveys for the remainder of the potential range. Approximate size of the entire survey block is 200,000 km<sup>2</sup>, of which roughly 20,000 km<sup>2</sup> requires regular aerial sample surveys





using CITES/MIKE standards, and the remaining 180,000 km<sup>2</sup> low-intensity aerial recce survey, with the exception of densely forested and steeply undulating escarpment terrain that will require line-transect techniques (Jachmann, 2001).

- c. *South-West-Central Elephant Range (SWCER)*: This includes Bicuar and Mupa NPs and surrounding areas. Approximate size of survey block is 60,000 km<sup>2</sup>, of which 15,000 km<sup>2</sup> requires regular aerial sample survey (both parks) and the remainder low-intensity aerial recce survey techniques. The recce should include the area in between the SWCER and the SEER.
- d. *South-East Elephant Range (SEER)*: This area encompasses the Mavinga and Luengue-Luiana NPs and surrounding areas, which includes most of the Cuando-Cubango Province and the southern half of the Moxico Province, with a survey block of approximately 250,000 km<sup>2</sup>, mostly low-intensity recce survey, but an aerial total count for both of the parks (roughly 60,000 km<sup>2</sup>). The high stress levels and resulting large average group size of the population inhabiting the southeast do not warrant sample survey techniques that either produce substantial underestimates or overestimates.
- e. Note that survey protocols should be sufficiently flexible to allow for further investigation when an unknown group or population of elephants is discovered in one of the open areas covered by aerial recce survey. Moreover, some of these blocks may require a rapid recce to determine stratification and/or alternative ground-based techniques required.

**Expected Outcome:** A detailed account of Angola’s current elephant range, densities and distribution of distinct populations and possible connections between these.

**Relation with the AEAP:** This proposal is fully in line with the AEAP’s Priority Objective 5.

**Actions/Activities:**

**Action 5.1: Determine and monitor the status of populations of African elephants and their habitats in Angola.**

**Activity 5.1.1: See methodology**

**Timeline:**

Actions	Activities	Timeline	Indicators
<b>Action 5.1</b> <i>Determine and monitor the status of populations of African elephants and their habitats in Angola.</i>	<b>5.1.1a</b> Contact and contract 3 specialized teams, one for the rainforest survey, one for line-transect ground surveys and one for the aerial work. All teams should be highly experienced and adhere to international standards.	2019	Teams contracted
	<b>5.1.1b</b> In close collaboration with aerial survey team, arrange for a 4 or 6-seater high-wing aircraft with wing-struts (Cessna)	2019	Aircraft located



	to be hired when required.		
	<b>5.1.1c</b> Train INBAC staff in survey work as observers (aerial and line-transect).	2019	Staff trained
	<b>5.1.1d</b> Carry out surveys.	2019 - 2020	Survey reports

**Target:** Total elephant range, key populations and their distribution areas as well as open areas (potential elephant range) inventoried by end of 2020.

**Budget:**

Category	Units	Costs/Unit/Year (Kwanza)	2 Years Costs (Kwanza)	2 Years Costs (US\$) Exchange rate 250/US\$ (050718)
<b>Personnel</b>				
Project Coordinator	1	Kw 5,000,000	Kw 10,000,000	US\$ 40,000
Survey Consultants (net 30 days/consultant @ \$450/day) 2 aerial survey consultants 1 line-transect consultant 1 forest survey consultant	120			US\$ 54,000
Observers/Assistants (assisting with preparations and aerial work)	2	Kw 2,800,000	Kw 5,600,000	US\$ 22,400
Driver	1	Kw 1,400,000	Kw 2,800,000	US\$ 11,200
Local observers forest survey and line-transect counts @ \$10/day (20 observers for 60 days)	1,200			US\$ 12,000
<b>Total Personnel</b>				
<b>Travels</b>				-
Consultants air tickets @ \$500/ticket on average	20			US\$ 10,000
Consultant DSA @ \$100/day	120			US\$ 12,000
<b>Total Travels</b>				
<b>Equipment/Hire</b>				
Vehicle*	1			US\$ 58,000
Aircraft Hire & Running (Jachmann, 2001; higher ranges to correct for inflation) Aerial sample counts: 95,000 km <sup>2</sup> @ \$1.2/km <sup>2</sup> Aerial total counts: 60,000 km <sup>2</sup> @ \$2.5/km <sup>2</sup> Aerial recce counts: 415,000 km <sup>2</sup> @ \$ 0.7/km <sup>2</sup>				US\$ 554,500
GPS @ \$300/unit	10			US\$ 3,000
<b>Total Equipment</b>				
<b>Operational Cost</b>				
Running of vehicle: 60,000 km @ \$0.2/km				US\$ 12,000
Accommodation & food for observers/driver @ \$20/day/person	1,200			US\$ 24,000
<b>Total Operational Cost</b>				
<b>Total</b>				<b>US\$ 813,100</b>

\*After completing the surveys, the vehicle and GPSs should be transferred to the southeast for use during LE operations



## **ANNEX 4: PROJECT PROPOSAL ANG2**

**Country: Angola**

**Lead Institution: INBAC**

**Duration of the Project: Three years**

**NEAP Objective 1, Target 1a, Actions/Activities 1a.1 to 1a.12 & 1b.3**

**Project Title:** Build capacity, efficiency and effectiveness of field staff

**Rationale:** Law enforcement is at the basis of efforts to reduce illegal killing of elephants, primarily through ranger-based patrols, but also through intelligence and investigations, roadblocks and other means. In most of the conservation areas in Angola field staff is either not present or has not been effective in curbing elephant poaching, not least because key ingredients such as equipment, sufficient numbers of well-trained and motivated personnel and investigations and informer networks are not in place. Thus, in addition to creating an enabling environment in terms of strong deterrent wildlife legislation, a cooperative police force, experienced and specialized wildlife prosecutors and an unbiased judiciary, a comprehensive suite of actions is required to build capacity at both the site and national levels.

**Project Objective:** To build the capacity of INBAC, both at the central and site levels, to be more effective in curbing elephant poaching throughout their current range.

**Methods:** Development of SOPs and relevant training modules for field staff as well as upgrading both training schools should precede sound training and highly selective recruitment of new patrol staff to properly equip the authorities in their fight against poaching.

**Expected Outcome:** Strengthened wildlife authorities and a gradual decline in elephant poaching.

**Relation with the AEAP:** This proposal is fully in line with the AEAP's Priority Objective 1.

**Actions/Activities:** See Timeline.



**Timeline:**

<b>Actions</b>	<b>Activities</b>	<b>Timeline</b>	<b>Indicators</b>
<b>1a.1</b> Develop and circulate Standard Operating Procedures (SOPs), including but not limited to law-enforcement operations (patrols, investigations, intelligence), monitoring tasks (wildlife observations, law enforcement performance, HEC, etc.), handling of equipment, etc.	<b>1a.1.1</b> Develop SOPs for law enforcement and monitoring,	2019	SOPs available
	<b>1a.1.2</b> Circulate SOPs and integrate into training modules,	2019	SOPs circulated and integrated where required
<b>1a.2</b> Review leadership qualities of field management	<b>1a.2.1</b> Determine leadership criteria	2019	Report on criteria and evaluation report available
	<b>1a.2.2</b> Evaluate leadership for each PA	2019	
<b>1a.3</b> Develop and circulate SOPs for leadership tasks,	<b>1a.3.1</b> Develop SOPs,	2019	SOPs available
	<b>1a.3.2</b> Circulate SOPs,	2019	SOPs circulated
<b>1a.4</b> Training and capacity building of field staff leadership (modular if so required),	<b>1a.4.1</b> Upgrade the 31st January Wildlife School in Menongue (Cuando-Cubango Province) and the Catalangombe Wildlife School in Kissama NP (Luanda Province) to serve as the national and regional facilities for ranger training,	2019	Both training schools upgraded and in a condition and staffed to provide training to field staff
	<b>1a.4.2</b> Field staff leadership training course	2019	Course results
<b>1a.5</b> Develop an Anti-Corruption Work Plan for INBAC,	<b>1a.5.1</b> Use an existing plan and adapt to local circumstances,	2019	Work plan available
<b>1a.6</b> Establish an Integrity Committee to oversee implementation of the Work Plan and report on progress made,	<b>1a.6.1</b> Establish Integrity Committee,	2018	Done
	<b>1a.6.2</b> Implement work plan,	2019	Staff awareness & declining incidents
	<b>1a.6.3</b> IC meetings to report on progress and violations,	2019 onwards	Minutes of meetings
<b>1a.7</b> Conduct an inventory and evaluation of patrol staff for each site, but with specific focus on Bicular, Maiombe, Mavinga and Luengue-Luiana National Parks and the Maria Theresa open area,	<b>1a.7.1</b> Conduct staff inventory for each PA with elephants,	2019	Inventory reports
	<b>1a.7.2</b> Evaluate staff using selection criteria for new recruits (see 1a.8),	2019	Evaluation report



<b>1a.8</b> Develop strict selection criteria for patrol staff recruitment, considering age, physical condition, background, bush experience, knowledge of flora and fauna, and motivational factors,	<b>1a.8.1</b> Develop brief manual for selection of new recruits and evaluation of existing rangers,	2019	Manual available
<b>1a.9</b> Using strict selection criteria, bring patrol staff densities up to adequate levels, especially in key areas with elephants,	<b>1a.9.1</b> Depending on importance of PA, presence of vulnerable species and poaching situation, increase LE staff levels accordingly,	2019 - 2021	Staff numbers per site
<b>1a.10</b> Training and capacity building of law-enforcement staff, using different training modules (Physical conditioning, defensive tactics, law enforcement and arrest procedures, wildlife laws, environmental crime investigation, firearms, wildlife identification, plant identification, outdoor survival, monitoring HEC and wildlife, ethics),	<b>1a.10.1</b> Develop modular training materials for recruits and re-training of rangers,	2019	Manuals available
	<b>1a.10.2</b> Phase one ranger training,	2017	Completed
	<b>1a.10.3a</b> Phase two ranger training,	2019	Number of staff trained
	<b>1a.10.3b</b> Training of remaining staff	2019 - 2021	Number of staff trained
<b>1a.11</b> Supply patrol staff with adequate equipment,	<b>1a.11.1</b> Assess equipment needs, procure and distribute,	2020	Assessment report and procurement documents
<b>1a.12</b> Set up an intelligence network at each protected area containing elephants,	<b>1a.12.1</b> Train selected staff from each PA in intelligence at Kissama and Menongue training schools,	2020	Number of staff trained
	<b>1a.12.2</b> Set up units in each PA.		
<b>1b.3</b> Establish a standardised communication network, linking all protected areas with HQ in Luanda,	<b>1b.3.1</b> Establish a communication network based on several autonomously working components, i.e. PC/Internet, regular and sat phone, and GPS with communication options for rapid response and investigations,	2020	Communication network in place and operational



**Target:** INBAC fully operational by 2021

**Budget:**

Category	Units	Costs/Unit/Year (Kwanza)	3 Years Costs (Kwanza)	3 Years Costs (US\$) Kw 250/US\$
<b>Personnel</b>				
Coordinator	1	Kw 5,000,000	Kw 15,000,000	US\$ 60,000
Technical Adviser	1	Kw 4,200,000	Kw 12,600,000	US\$ 50,400
Drivers	10	Kw 1,400,000	Kw 42,000,000	US\$ 168,000
Consultants ( 98 days @ \$500/day)	98			US\$ 49,000
Field staff	1,000	Kw 1,400,000	Kw 4,200,000,000	US\$ 16,800,000
<b>Total Personnel</b>				<b>US\$ 17,127,400</b>
<b>Travel</b>				
Consultant air tickets @ \$500/ticket on av.	20			US\$ 10,000
Accommodation (all staff combined)	-			US\$ 23,000
Air tickets local staff @ \$500/ticket on av.	12			US\$ 6,000
<b>Total Travel</b>				<b>US\$ 39,000</b>
<b>Equipment</b>				
Vehicles @ \$58,000/unit	10			US\$ 580,000
Motorbikes @ 2,000/unit	40			US\$ 80,000
GPS with comm. Option @ \$500/unit	32			US\$ 16,000
Satellite phones @ \$1,100/unit	24			US\$ 26,400
Laptops @ \$2,000/unit	10			US\$ 20,000
Field equipment				
Uniforms, boots, arms, rucksacks @ \$1,500/u	1,000			US\$ 1,500,000
Housing field staff @ \$2,500/unit	1,010			US\$ 2,525,000
<b>Total Equipment</b>				<b>US\$ 4,747,400</b>
<b>Operational Cost</b>				
Running of vehicles (1.2 m km @ \$0,2/km)				US\$ 240,000
Running of motorbikes (600,000 @ \$0,05/km)				US\$ 30,000
Rations				US\$ 100,000
<b>Total Operational Costs</b>				<b>US\$ 370,000</b>
<b>Total</b>				<b>US\$ 22,283,400</b>



## **ANNEX 5: PROJECT PROPOSAL ANG3**

**Country: Angola**

**Lead Institution: INBAC**

**Duration of the Project: Three years**

**NEAP Objective 3, Target 3, Action 3.1, & Activities 3.1.1 to 3.1.5**

**Project Title:** Human-elephant conflict (HEC) inventory and mitigation

**Rationale:** Encroachment and poor land-use management around protected areas has facilitated human-elephant conflict. These conflicts range from crop damages, property losses and human fatalities to injuries. Crop-raiding by elephants is a severe problem, with farmers frequently losing an entire year's crop overnight, while not only risking their lives in defense of their crops, but their entire livelihood as well. Human fatalities are simply not acceptable, while strengthened HEC management – that is mitigation – will also improve the attitude of local communities towards the presence of elephants and their conservation.

**Project Objective:** To carry out an inventory of HEC in three focal areas and to launch effective strategies to significantly reduce HEC incidence.

**Methods:** Using a questionnaire, the types, severity, causes, impacts and frequencies of different HEC incidents and local mitigation measures and their results will be inventoried by location and incorporated in a database. Focus areas will be Maiombe, Mavinga and Luengue-Luiana National Parks and the Maria Theresa open area. Based on the results of the analysis, combined with best practice from experience in other countries on the continent, mitigation strategies and guidelines will be developed for different situations. Mitigation strategies will be implemented in close collaboration with the local communities, incorporating effective local measures as much as is practically feasible. Sound land-use planning, limiting the human-elephant interface in terms of time and space, should further help to mitigate HEC in the long term.

**Expected Outcome:** Lowered HEC incidence and an improved attitude of local communities towards conservation of elephants

**Relation with the AEAP:** This proposal is fully in line with the AEAP's Priority Objective 3.

**Actions/Activities:**

**Action 3.1:** Apply adaptive management approaches to HEC mitigation, focusing on capacity building of managers and local communities.



**Activities:**

- 3.1.1 Carry out a country-wide inventory of HEC incidents and initiate a monitoring system,
- 3.1.2 Create a database on the types, severity, causes and impacts of HEC and their mitigation measures,
- 3.1.3 Create HEC mitigation strategies and develop guidelines accordingly,
- 3.1.4 Empower wildlife conservation and local communities to ensure that appropriate HEC approaches are implemented,
- 3.1.5 Undertake appropriate territorial planning,

**Timeline:**

<b>Actions</b>	<b>Activities</b>	<b>Timeline</b>	<b>Indicators</b>
<b>Action 3.1:</b> Apply adaptive management approaches to HEC mitigation, focusing on capacity building of managers and local communities.	<b>3.1.1</b> Carry out a country-wide inventory of HEC incidents and initiate a monitoring system,	2019	Inventory report available, regular monitoring program operational
	<b>3.1.2</b> Create a database on the types, severity, causes and impacts of HEC and their mitigation measures,	2019	Database created and data from inventory report integrated
	<b>3.1.3</b> Create HEC mitigation strategies and develop guidelines accordingly,	2020	Guidelines available and circulated
	<b>3.1.4</b> Empower wildlife authorities and local communities to ensure that appropriate HEC approaches are implemented,	2021	Tailor-made strategies developed and implemented in each target area through close collaboration between stakeholders
	<b>3.1.5</b> Undertake appropriate territorial planning,	2019- 2021	Land-use plans available for target areas

**Target:** Significant reduction in HEC incidents with zero human fatalities by 2024





**Budget:**

Category	Units	Costs/Unit/Year (Kwanza)	3 Years Costs (Kwanza)	3 Years Costs (US\$) Kw 250/US\$
<b>Personnel</b>				
HEC Coordinator	1	Kw 5,000,000	Kw 15,000,000	US\$ 60,000
Technical Advisers	2	Kw 4,200,000	Kw 25,200,000	US\$ 100,800
Drivers	2	Kw 1,400,000	Kw 8,400,000	US\$ 33,600
HEC consultant (21 days @ \$500/day)	21			US\$ 10,500
Field staff	7	Kw 1,400,000	Kw 29,400,000	US\$ 117,600
<b>Total Personnel</b>				<b>US\$ 312,000</b>
<b>Travel</b>				
Consultant air tickets	2			US\$ 2,000
Accommodation (all staff combined)				US\$ 120,000
Air tickets staff	27			US\$ 13,500
<b>Total Travel</b>				<b>US\$ 135,500</b>
<b>Equipment</b>				
Vehicles	2			US\$ 116,000
Motorbikes	7			US\$ 14,000
Field equipment (depending on strategy)				US\$ 120,000
<b>Total Equipment</b>				<b>US\$ 250,000</b>
<b>Operational Cost</b>				
Running of vehicles (200,000 @ \$0,2/km)				US\$ 40,000
Running of motorbikes (420,000 @ \$0,05/km)				US\$ 21,000
Rations				US\$ 10,000
<b>Total Operational Costs</b>				<b>US\$ 71,000</b>
<b>Total</b>				<b>US\$ 768,500</b>



## **ANNEX 6: PROJECT PROPOSAL ANG4**

**Country: Angola**

**Lead Institution: INBAC**

**Duration of Project: Three years**

**NEAP Objective 8, Target 8, Action 8.1, & Activities 8.1.1 to 8.1.6**

**Project Title:** Establish an enabling environment and a clear framework for effective implementation of the Angolan NEAP

**Rationale:** NEAP implementation will require the appointment of a Coordinator and a Steering Committee. The Coordinator will be responsible for broadcasting the NEAP and establishing and maintaining close relations with the various government partners. He/she will also be the focal point for all non-governmental partners and donors, who will have to tighten collaboration with the Angolan Government for the implementation, financing and monitoring of all elephant conservation related activities.

In collaboration with the different partners, annual NEAP workshops will assess progress of NEAP targets, adapt the plan to include new potential threats and define an annual work plan, including a series of priority actions.

The NEAP will be the framework for defining each government institution's and their partners' roles and responsibilities. Official memorandums of understanding between different institutions and private sector partners will coordinate actions, harmonize procedures, and set up communication and data management networks. Coordination among NGOs, donors, and government research institutions will also be strengthened, to avoid duplicating efforts across the country, facilitate national capacity building, and strengthen the links between scientific research and elephant population management.

Projects corresponding to the priority actions of the annual work plan, developed by the government and/or partners, will be submitted to the NEAP Coordinator and Steering Committee and included in the annexes of the NEAP. The Coordinator will work with donors to simplify the funding of priority projects.

The Coordinator will also monitor and evaluate the implementation of priority activities. Reports and results will be collected in a central database and will contribute to an annual report. NEAP implementation will require the development of an elephant-centered communication strategy to ensure awareness and adherence from all stakeholders.

**Project Objective:** To effectively implement the NEAP for Angola.

**Methods:**

- a. Appoint a NEAP Coordinator,
- b. Appoint a NEAP Steering Committee,
- c. Publicize NEAP (partners and government institutions),
- d. Hire a part-time technical conservation advisor to the Ministry and INBAC,



- e. Organize annual meetings with all stakeholders to discuss and document progress and implementation,
- f. Define clear procedures for stakeholders to coordinate activities and funding,

**Expected Outcome:** Effective implementation of the Angolan NEAP

**Relation with the AEAP:** This proposal is fully in line with the AEAP’s Priority Objective 8.

**Actions/Activities:**

**Action 8.1: Establish an enabling environment and a clear framework for NEAP implementation**

**Activity 8.1.1a:** Appoint NEAP Coordinator

**8.1.1b:** Hire a part-time technical conservation advisor

**Activity 8.1.2:** Appoint a NEAP Steering Committee, including representatives of relevant government institutions as well as stakeholders.

**Activity 8.1.3:** Publicize NEAP (Circulate to all relevant stakeholders and government institutions).

**Activity 8.1.4:** Organize annual NEAP review meetings with all relevant stakeholders to coordinate implementation and funding.

**Activity 8.1.6:** Define clear procedures for partners to coordinate activities and funding

**Timeline:**

Actions	Activities	Timeline	Indicators
<b>Action 8.1: Establish an enabling environment and a clear framework for NEAP implementation</b>	<b>Activity 8.1.1a:</b> Appoint NEAP Coordinator	2019	NEAP Coordinator appointed
	<b>8.1.1b:</b> Hire a part-time technical conservation advisor	2019	Technical advisor hired
	<b>Activity 8.1.2:</b> Appoint a NEAP Steering Committee, including representatives of relevant government institutions as well as stakeholders.	2019	Steering Committee minutes of meetings
	<b>Activity 8.1.3:</b> Publicize NEAP (Circulate to all relevant stakeholders and government institutions).	2019	NEAP circulated
	<b>Activity 8.1.4:</b> Organize annual NEAP review meetings with all relevant stakeholders to coordinate implementation and funding.	2019 onwards	Minutes and updated IP as a result of first meeting
	<b>Activity 8.1.6:</b> Define clear procedures for partners to coordinate activities and funding	2019	Procedures developed and publicized



**Target:** Through enabling environment and clear framework, NEAP for Angola effectively implemented.

**Budget:**

Category	Units	Costs/Unit/Year (Kwanza)	3 Years Costs (Kwanza)	3 Years Costs (US\$) Exchange rate 250/US\$ (050718)
<b>Personnel</b>				
NEAP Coordinator	1	Kw 5,000,000	Kw 15,000,000	US\$ 60,000
Technical Advisor (International part-time 6 months/year @ \$7,000/month)	1			US\$ 126,000
<b>Total Personnel</b>				<b>US\$ 186,000</b>
<b>Travels/workshops</b>				-
Stakeholder meetings hotel/food @				US\$ 16,000
<b>Total Travels/workshops</b>				<b>US\$ 16,000</b>
<b>Operational Cost</b>				
Printing & circulation NEAP and procedures				US\$ 2,000
<b>Total Operational Cost</b>				<b>US\$ 2,000</b>
<b>Total</b>				<b>US\$ 204,000</b>



## ANNEX 7: IMPLEMENTATION PLAN AND BUDGET (MEDIUM TERM)

ANGOLA NEAP IMPLEMENTATION PLAN & BUDGET (Medium-term)											
<b>Objective 1:</b> Illegal killing of elephants and the illegal trade of ivory reduced to acceptable levels by 2024											
<b>Target 1a:</b> By 2024, elephant numbers killed illegally < 1% of the population (general survey data), or carcass ratios < 3% (aerial survey data), or PIKE < 0,5 (CITES/MIKE).											
<b>Target 1b:</b> By 2028, Angola experiences zero ivory seizures at entry and exit points											
#	Action Description (Outcome)	#	Activity Description	Methods	Priority 1 (high) 5 (low)	Responsibility (Implementers)	Verification	Funding Secured/ Required (US\$)	Timeframe Y1 = 2019		
									Y1	Y2	Y3
1a.1	Develop and circulate Standard Operating Procedures (SOPs), including but not limited to law-enforcement operations	1a.1.1	Develop SOPs for law enforcement and monitoring	Existing SOPs (f.i. SANParks) will be adapted to the local situation, or alternatively a consultant will be hired to draft them from scratch	1	Director INBAC (Consultant)	SOPs available	<b>Requested US\$ 22,283,400 (3 years)</b>	X		
								<b>Funding Proposal ANG2 Actions 1a.1 – 1a.12 &amp; 1b.3</b>			



	(patrols, investigations, intelligence), monitoring tasks (wildlife observations, law enforcement performance, HEC, etc.), handling of equipment, etc.	1a.1.2	Circulate SOPs and integrate into training modules	Adapt training programs	1	Director INBAC	SOPs part of training program	See above (ANG2)	X		
1a.2	Review leadership qualities of field management	1a.2.1	Determine leadership criteria	Meetings	1	Director INBAC	Criteria circulated	See above (ANG2)	X		
		1a.2.2	Evaluate leadership for each PA	Consultant/PA visits	1	Director INBAC	Report	See above (ANG2)	X		
1a.3	Develop and circulate SOPs for leadership tasks	1a.3.1	Develop SOPs	Consultant	1	Director INBAC	SOPs	See above (ANG2)	X		
		1a.3.2	Circulate SOPs		1	Director INBAC	SOPs available	See above (ANG2)	X		
1a.4	Training and capacity building of field staff leadership (modular if so required)	1a.4.1	Upgrade the 31 <sup>st</sup> January Wildlife School in Menongue (Cuando-Cubango Province) and the one in	Contractor and Consultants	1	Director INBAC	School facilities and curriculum finalised	UNDP GEF 6 GEF Grant US\$ 4,103,800 Co-financing US\$	X	X	



			Catalangombe (Luanda Province) to serve as a national and regional facilities for ranger training					16,500,000 (6 years)			
		1a.4.2	Field staff leadership training course	Consultant	1	Director INBAC	# leadership staff trained	See above (ANG2)	X		
1a.5	Develop an Anti-Corruption Work Plan for INBAC	1a.5.1	Use an existing plan and adapt to local circumstances	Consultant	1	Director INBAC	AC Work plan	Completed 2018	X		
1a.6	Establish an Integrity Committee to oversee implementation of the Work Plan and report on progress made	1a.6.1	Establish Integrity Committee	NA	1	Director INBAC	IC established	NA			
		1a.6.2	Implement work plan	Circulate	1		Work plan circulated	NA			
		1a.6.3	IC meetings to report on progress and violations	Meetings	1		# meetings/time unit	See above (ANG2)			
1a.7	Conduct an inventory and evaluation of patrol staff for each site with elephants, but with specific focus on	1a.7.1	Conduct staff inventory for each PA with elephants	PA visits	1	Director INBAC	Inventory report	See above (ANG2)	X		
		1a.7.2	Evaluate staff using selection criteria for new recruits (see 1a.8.1)	PA visits	1	Director INBAC	Evaluation report	See above (ANG2)	X		



	Mavinga and Luengue-Luiana National Parks										
1a.8	Develop strict selection criteria for patrol staff recruitment, considering physical aspects, bush experience, knowledge of flora and fauna, motivational factors, etc.	1a.8.1	Develop brief manual for selection of new recruits and evaluation of existing rangers	Consultant	1	Director INBAC	Manual available and circulated	See above (ANG2)	X		
1a.9	Using strict selection criteria, bring patrol staff densities up to adequate levels, especially in key areas with elephants	1a.9.1	Depending on importance of PA, presence of vulnerable species and poaching situation, increase LE staff levels accordingly	Recruitment based on selection criteria and followed by modular training (1a10.3), whereby staff densities determined by financial aspects and throughput of system	1	Director INBAC	Increased staff densities in PAs	See above (ANG2) Complemented by SI grant and 51 degrees Ranger Training	X	X	X





1a.10	Training and capacity building of law-enforcement staff, using different training modules (Physical conditioning, defensive tactics, law enforcement and arrest procedures, wildlife laws, environmental crime investigation, firearms, wildlife identification, plant identification, outdoor survival, monitoring HEC and wildlife, ethics)	1a10.1	Develop modular training materials for recruits and re-training of rangers	Use existing materials from SANParks and adapt, or develop from scratch (Consultant)	1	Director INBAC	Training materials available	See above (ANG2)			
		1a10.2	Phase one ranger training	Completed	1	51 Degrees	Report (completed in 2017, identified severe capacity gaps, needs modular approach)	SI/EPI funding	X		
		1a10.3 (a)	Phase two ranger training	Awaits funding	1	51 Degrees	Requires approach shift	SI/EPI funding	X		
		1a10.3 (b)	Training of remaining staff (1,000 – # rangers trained during Phase I&II)		1	Director INBAC (Consultants)	Numbers trained	See above (ANG2)	X	X	X
1a.11	Supply patrol staff with	1a11.1	Assess equipment needs, procure and	PA visits (combine with	1	Director INBAC	Assessment report	See above (ANG2)	X	X	



	adequate equipment		distribute	inventory and evaluation of staff), government procurement procedures			Procurement reports Distribution lists	(Equipment for Maiombe & Luando PAs provided under <b>UNDP GEF 6</b> )			
1a.12	Set up an intelligence network at each protected area containing elephants	1a12.1	Train selected staff from each PA in intelligence at Menongue	Use intelligence module	1	Director INBAC	# staff trained	<b>See above (ANG2)</b>	X	X	X
		1a12.2	Set up units in each PA		1	Director INBAC	# units operational	Complement ed by <b>UNDP GEF 6</b> (6 years)	X		



1.b.1	Strengthen wildlife legislation and policies and raise awareness amongst politicians and enforcement agency staff	1b.1.1	Review and/or enact national legislation regarding appropriate penalties to mitigate the illegal killing of elephants and the trade in ivory	Review of penalties and application in wildlife crime	1	WI/IELP (in collaboration with USFWS project)	Review available and circulated (Legislative review to be completed Sep 2018)	<b>DEFRA IWT Challenge Fund</b> <b>£327,010</b> 3 years, May 2017 – March 2020  Combined with:  <b>USFWS US\$ 222,510 (1 year; 2018)</b>	X		
		1b.1.2	Raise political awareness of the importance of wildlife to promote the enactment of appropriate laws and their applicability regarding the conservation of African elephants	Knowledge exchange trip for senior Angolan Ministry personnel (January 2018)	1	Director INBAC  Implemented by 51 Degrees	Trip completed	<b>SI/EPI Funds</b> <b>(Finalised)</b>			



		1b.1.3	Development of a best practice handbook on wildlife crime prosecutions.	Produce & circulate best practice handbook on wildlife crime prosecution for prosecutors and the judiciary	1	WI/IELP	Handbook available & circulated (Planning commenced in 2018, start in 2019)	<b>DEFRA IWT Challenge Fund (See above)</b>	X		
		1b.1.4	Motivate and sensitise judicial bodies on the development and enforcement of effective policies for the conservation of elephants. Raise awareness among prosecutors, judiciary and police on the seriousness of wildlife crimes, preferably during workshops in a rural setting (protected area).	Deliver skills-based training course on wildlife crime prosecutions for 30 prosecutors in Kissama NP	1	WI/IELP/INBAC	Training report (planned for 2018)	<b>See above</b>	X		
				Deliver skills-based training course and awareness raising for judiciary on wildlife crime prosecutions and	1	WI/IELP/INBAC	Training report	<b>See above</b>	X		



		1b.1.5	Train prosecutors and judiciary on wildlife laws and their enforcement  Develop a national strategy to combat illegal wildlife trade and poaching	sentencing for 20 magistrates/judges in Kissama NP  Consultant	1	Consultant/INB AC	Database in use	<b>UNDP GEF 6 (See above)</b>	X	X	
		1b.1.6	Enforce CITES provisions on ivory trade and other elephant products, including maintaining an inventory of stockpiles, and removal of ivory from economic use	Stockpile management	1	SI/EPI	SMS in place	<b>SI/EPI funds</b>	X	X	
				Develop permit system and database to support national CITES authorities	1	WI/IELP	Permit system in place	<b>USFWS grant (2018)</b>			
				Training on CITES/Angolan law as legal basis for enforcement	1	WI/IELP	Training report	<b>USFWS grant (2018)</b>			
		1b.1.7	Identify the origin of the seized ivory and determine the pattern of illegal networks and	Desktop ivory study	1	EIA	Confidential report (Finalised & submitted)	<b>DEFRA IWT Challenge Fund (See above)</b>			



			routes for ivory smuggling using investigations, DNA analysis and other forensic techniques	Scoping visit to Luanda	1	EIA	Completed & submitted	See above			
				First investigation on ivory trade	1	EIA	Planned for 2018	See above	X		
				Second investigation on ivory trade	1	EIA	Planned for 2019	See above	X		
1b.2	Harmonise relevant national policies and laws on the conservation of the African Elephant between Angola and other Range States	1b.2.1	Identify gaps and overlaps in various policies and laws	Compare wildlife legislation with that of neighbouring countries	3	Director INBAC	Legal review report	NA	X	X	
		1b.2.2	Hold periodic meetings to discuss the outcome and harmonise conflicting policies and laws	Meetings with relevant officials upon release of legal review	3	Director INBAC	Minutes	NA	X	X	
		1b.2.3	Advocate a review and harmonisation of conflicting policies and laws at the highest political level	Lobbying by Director INBAC	3	Director INBAC		NA	X	X	
1b.3	Establish a	1b.3.1	Establish a	Contractors	1	Director INBAC	Equipment	Requested	X		



	standardised communication network, linking all protected areas that contain elephants with HQ in Luanda		communication network based on several autonomously working components, i.e. PC/Internet, regular and sat phone, and GPS with communication options for rapid response and investigations				procured and installed	<b>US\$ 22,283,400 (3 years)</b>  <b>Funding Proposal ANG2 Actions 1a.1 – 1a.12 &amp; 1b.3</b>			
1b.4	Set up a general-use data-base at INBAC connecting all parks and reserves with HQ	1b.4.1	Develop database for general use, from collated law-enforcement statistics (performance, encounters, arrests, etc.) to wildlife encounters and survey results	Consultant	1	Director INBAC	Database operational and connected	External: US\$ 6,200	X		
1b.5	Strengthen the Wildlife Crime Intelligence Unit and Multi-Sectorial Committee and set up provincial	1b.5.1	Strengthen the Wildlife Crime Intelligence Unit and Multi-Sectorial Committee	Joint meetings in Luanda & selection process. Procurement of equipment.	1	Director INBAC	Central WCIU operational and delivering results	External: US\$ 212,000	X	X	X



Wildlife Crime Units comprised of officers from some of the relevant enforcement authorities	1b.5.2	Install UNODC GoCase on all relevant computers (all parties involved with the central CWIU and provincial CWUs)	UNODC should be invited to set up GoCase, a freely available software solution for an integrated intelligence, investigation & prosecution case management and criminal database	1	Director INBAC	Software installed and operational	<b>UNDP GEF 6</b> <b>See above</b>	X		
	1b.5.3	Establish 3 Provincial Overt Wildlife Crime Units consisting of Judiciary, Customs, Police and Wildlife staff	Joint meetings in Provincial capitals & selection process. Procurement of equipment.	1	Director INBAC	Provincial WCUs operational	<b>UNDP GEF 6</b> <b>See above</b>	X	X	X
	1b.5.4	Train staff of MATs (WCUs)	Consultant	1	Director INBAC	# wildlife offenders apprehended, prosecutions	<b>See above</b>	X	X	X





							and sentences				
1b.6	Set up a prosecution office with staff specialised in wildlife crime	1b.6.1	Select several sensitised and specialised prosecutors to work for INBAC	Select prosecutors who have been trained in wildlife legislation	1	Director INBAC	Prosecution office operational	NA	X		
1b.7	Provide training in investigative and forensic techniques for INBAC staff, police, and immigration	1b.7.1	Develop the capacity of key staff in relation to IWT, legislation, enforcement systems, intelligence gathering, forensics and operations management	Various modular training courses for key staff from relevant enforcement agencies	1	Director INBAC	Course reports	UNDP GEF 6 See above	X	X	X
	<b>Objective 1 (Total Ask)</b>						<b>Total Required:</b>	<b>US\$ 22,501,600</b>			
	<b>Project Proposal ANG2</b>						<b>Total Requested</b>	<b>US\$ 22,283,400</b>			
	<b>Remaining budget</b>						<b>Total Requested</b>	<b>US\$ 218,200</b>			
	(Partly) Funded Co-financing AG (UNDP/GEF6)		UNDP(GEF6); DEFRA; USFWS; SI (Funding related to various Objectives & Activities)				Total Total	US\$ 4,753,320 US\$ 16,500,000			



**Objective 2:** Maintain habitat integrity and expand where possible to restore connectivity

**Target 2:** Current elephant range is expanded to improve connectivity between key populations, and to allow for cross-border movements by 2022

#	Action Description (Outcome)	#	Activity Description	Methods	Priority 1 (high) 5 (low)	Responsibility (Implementers)	Verification	Funding Secured/ Required (US\$)	Timeframe		
									Y1	Y2	Y3
2.1	Improve connectivity between elephant populations	2.1.1	Identify and prioritise the opportunities for expansion of distribution areas to create corridors within an extended territorial planning	In-country, study elephant movements, expansion of distribution areas and creation of corridors by applying sat collars on selected elephants for three small populations. Those using Kambondo Forest, possibly moving into Luanda SNR, Maria Theresa and Kissama NP, and Mupa and Bicular	1	Director INBAC	Research reports	External: US\$ 134,000	X	X	X



2.2	Establish and	2.2.1	Obtain support for	NPs.	1	Director INBAC	Research reports	See 5.1.2	X	X	X
				Cross-border: study elephant movements, expansion of distribution areas and creation and maintenance of corridors for the KAZA area in Angola, for elephants moving between Namibia and Zambia and Angola.							
				Where possible and required, expand distribution areas by rehabilitation, including migration corridors							
		2.1.2	Create and/or restore, where possible, connectivity between elephant populations		1	Director INBAC	Research reports	NA	X	X	X
		2.2.1	Obtain support for	Convene	1	Director INBAC	MoUs signed	External:	X		



	strengthen partnerships for effective management of cross-border areas	2.2.2	the conservation and management of cross-border populations, through the establishment of international partnerships	meetings with wildlife authorities of neighbouring countries and develop MoUs for joint cross-border management	1	Director INBAC Space for Giants (SADDC LEAP)	Agreements available	US\$ 16,000	X	X	X
			Develop joint programs to manage national and cross-border populations and Habitats	Develop agreements on cross-border management with regard to maintenance of corridors, joint patrols, and collaboration on intelligence and investigations				<b>EU Project</b> <b>US\$ 1.5 million</b>			
2.3	Promote land-use planning to safeguard the long-term viability of the elephant population in	2.3.1	Use land-use planning to categorise the Maiombe, Mavinga and Luengue-Luiana National Parks into strict	Land-use planning at the provincial level but supported at the central level, aiming	1	Director INBAC	Land-use plans available	NA	X	X	



	the south-east of the country.		wilderness zones without human presence or activity, mixed-use zones (buffer zones), and agricultural and pastoralist zones	at setting aside a continuous wilderness landscape within the boundaries of the 3 parks, incorporating migration corridors and zoning the periphery for various other land uses.							
		2.3.2	Scout for alternative land options and financial compensation for those people who volunteer to move out of the Mavinga and Luengue-Luiana and Maiombe National Parks	Prior to relocating households, depending on livelihood means, alternative land options in one of the peripheral zones need to be proposed, with financial compensation for	1	Director INBAC	Number of people residing in the 3 parks	External: US\$ 1,750,000  (350 households @ US\$5,000)	X	X	X



		2.3.3	Keep corridors required for elephant movement and dispersal free from any human activities (Namibian and Zambian borders KAZA TFCA)	construction of houses.  Regular LE patrols need to monitor the situation and report back to management	1	Director INBAC	Corridors free from human presence	See above	X	X	X
		2.3.4	Improve land management by limiting further build-up of human densities and agricultural practices in the immediate proximity of protected areas, especially the section of the proposed KAZA TFCA, while promoting non-target crops	Land-use planning should incorporate maximum human densities for the immediate periphery of the parks, preferably for pastoralists only, but also promoting non-target crops	1	Director INBAC	Trend in human densities in periphery	NA	X	X	X



	<b>Objective 2 (Total Ask)</b>						<b>Total Required</b>	<b>US\$ 1,900,000</b>			
	Funded (Partly, as this covers entire KAZA TFCA in 5 countries)		EU					US\$ 1.5 million			



### Objective 3: Reduce human-elephant conflict to acceptable levels

Target 3: Human-elephant conflict reduced to acceptable levels, with zero human fatalities by 2028

#	Action Description (Outcome)	#	Activity Description	Methods	Priority 1 (high) 5 (low)	Responsibility (Implementers)	Verification	Funding Secured/ Required (US\$)	Timeframe		
									Y1	Y2	Y3
3.1	Apply adaptive management approaches to HEC mitigation, focusing on capacity building of managers and local communities	3.1.1	Carry out a country-wide inventory of HEC incidents, and set up monitoring system	Document HEC cases for each elephant dispersal area. Assign staff to monitor.	1	Director INBAC	Inventory report available, monitoring system operational	<b>Requested US\$ 768,500 (3 years)</b>  <b>Project Proposal ANG3</b>  <b>Activities 3.1.1 – 3.1.5</b>  <b>Some activities for Maiombe NP and Maria Theresa funded through UNDP GEF 6</b>  <b>See above</b>			
		3.1.2	Create a database on the types, severity, causes and impacts of HEC and their mitigation measures	Consultant	1	Director INBAC	Database operational				
		3.1.3	Create HEC mitigation strategies and develop guidelines accordingly	Develop national strategy to prevent and mitigate HEC	1	Director INBAC	Strategy circulated				
		3.1.4	Empower wildlife conservation and	Pilot demonstration	1	Director INBAC	Report on pilot projects				





		3.1.5	local communities to ensure that appropriate HEC approaches are implemented  Undertake appropriate territorial planning	projects are put in place to solve and mitigate HEC	1	Director INBAC	available  Planning documents available	See above			
3.2	Establish partnerships for the mitigation of HEC	3.2.1	Compile and disseminate information on HEC mitigation measures	Develop handbook on best practices	1	Director INBAC	Handbook available and circulated	UNDP GEF 6			
		3.2.2	Develop plans to manage HEC in different scenarios, integrating local communities and other stakeholders into participatory planning	Targeted HEC analysis in selected PAs is implemented through a participatory approach	1	Director INBAC	Significant decline in HEC incidents	See above			
		3.2.3	Integrate traditional knowledge and other deterrents into HEC	Leave some margin for incorporating local knowledge in HEC management	1	Director INBAC	HEC tools expanded	See above			



	<b>Objective 3 Total Requested (Project Proposal ANG3)</b>						<b>Total</b>	<b>US\$ 768,500</b>			
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### Objective 4: Raise awareness on conservation and management of elephants

**Target 4:** Key stakeholders in elephant conservation as well as the general public are all aware of the precarious situation of Angola's elephants and the measures and attitude required remedying this by 2020

#	Action Description (Outcome)	#	Activity Description	Methods	Priority 1 (high) 5 (low)	Responsibility (Implementers)	Verification	Funding Secured/ Required (US\$)	Timeframe		
									Y1	Y2	Y3
4.1	Promote stakeholder awareness on African elephant conservation	4.1.1	Disseminate reliable information on the precarious situation of elephants in Angola, as well as on their conservation and management to police, armed forces, judiciary, general public, business community, local communities, scientific and public institutions	Comprehensive multimedia outreach and education campaigns with national and international impact	1	Director INBAC	Campaigns ongoing, raised awareness	UNDP GEF 6	X	X	
		4.1.2	Develop and implement awareness programs targeting	See above	1	Director INBAC	See above		See above	X	X



			schools, general public, local communities, policy makers, enforcement agencies, NGOs, business sectors and others, whereby all materials prepared for the general public and business sectors should be translated in Chinese and Vietnamese as well								
		4.1.3	Strengthen the individual and institutional capacity of those responsible for elephant management	The capacity of key staff from relevant ministries and agencies is developed in relation to IWT, legislation, enforcement, intelligence, forensics and operational management.	1	Director INBAC	Increase in effectiveness and efficiency	See above	X	X	



		4.1.4	Develop and execute a communication strategy to justify actions and management decisions	Workshop to develop communication protocols	2	Director INBAC	Strategy circulated	See above	X		
4.2	Use traditional knowledge in African elephant conservation	4.2.1	Incorporate relevant traditional beliefs and practices in the conservation and management of the African elephant	Study traditional beliefs in the elephant range and promote those beliefs that facilitate elephant conservation and management	5	Director INBAC	Research report	PhD Research project that should be financially supported by universities	X	X	X
4.3	Promote information exchange on the results of research on elephant conservation and management	4.3.1	Develop and implement information, education and communication strategies on African elephant conservation	Develop and produce regular newsletters on the plight of elephants in Angola, their status and recent developments	2	Director INBAC	Newsletter circulated (Ministries, schools, businesses)	See above	X	X	X



**Objective 5: To aid adaptive management, determine elephant distribution, range use, numbers and trends**

**Target 5:** Total elephant range, key populations and their distribution areas, migration patterns and corridors inventoried and all protected areas using SMART by 2024

#	Action Description (Outcome)	#	Activity Description	Methods	Priority 1 (high) 5 (low)	Responsibility (Implementers)	Verification	Funding Secured/ Required (US\$)	Timeframe		
									Y1	Y2	Y3
5.1	Determine and monitor the status of populations of African elephants and their habitats in Angola	5.1.1	Source funding to carry out aerial or ground counts of all relevant elephant populations in protected areas as well as a low-intensity aerial recce survey of the potential elephant range for which information is lacking, using the CITES MIKE Program Aerial Survey Standards. For ground survey techniques see Jachmann (2001)	Apply indirect ground counts for Maiombo NP, and aerial total, sample and recce techniques for all other PAs and open areas, unless the terrain or vegetation requires line-transect ground counts	1	Director INBAC	Number of PAs surveyed	<b>Requested US\$ 813,100</b>	X	X	X
		5.1.2	Use satellite tracking collars to monitor seasonal	Apply collars to several individuals of	2	Director INBAC	Number of elephants fitted with	External: US\$ 84,000	X	X	X



			movements of priority populations, especially those involved in cross-boundary movements such as the population inhabiting the southeast of the country (proposed KAZA TFCA)	cross-border populations as well as those for which dispersal areas and movements are unknown.			collars and tracked				
		5.1.3	Investigate new and economically viable methods for the long-term study of elephants in Angola	Investigate the use of indirect techniques to determine general population trends	3	Director INBAC	Research reports	External: US\$ 18,000	X	X	X
		5.1.4	Establish forums for the exchange of information between Range States for coordinated monitoring of trans-boundary movements of elephants	Establish communication with the wildlife authorities in neighbouring countries and establish an on-line forum	1	Director INBAC	Forum operational	NA	X	X	X



5.2	Initiate adaptive management in all sites with elephants	5.2.1	Initiate a database on elephant numbers, trends, distribution and movement patterns	Develop database	2	Director INBAC	Database in operation	NA	X	X	X
		5.2.2	Coordinate research efforts, compile and disseminate research results	Establish Research Committee overseeing, coordinating, compiling and disseminating research and results	2	Director INBAC	# meetings of RC and research results disseminated	NA	X	X	X
		5.2.3	Initiate SMART in each site with elephants, monitoring wildlife as well as law enforcement performance	PAs using SMART, further develop system and initiate in other PAs	1	Director INBAC	# PAs using SMART	See below	X		
		5.2.4	Train site management in the use of SMART and patrol-based information as feedback for the	Consultant	1	Director INBAC	See above	External: US\$ 18,900	X		





			adaptive management system								
		5.2.5	Source funding for computers, software, GPSs and other equipment required	Procurement	1	Director INBAC	See above	External: US\$ 52,000	X		
		5.2.6	Develop research and management plans for all relevant sites	Update management plans for Maiombe & Luando, incorporating measures to reduce IWT, poaching and HWC as well as responsibilities of WCUs.  Update and/or develop management plans for remaining PAs with elephant populations.	1	Director INBAC (Consultants)	Number of PAs with updated or new management plans	<b>UNDP GEF 6</b>  <b>See above</b>  Remaining PAs with elephant populations require funding to develop management plans  External: US\$ 18,000	X	X	X



	<b>Objective 5 (Total Ask)</b>						<b>Total Required:</b>	<b>US\$ 1,004,000</b>			
	<b>Project Proposal ANG1</b>						<b>Total Requested</b>	<b>US\$ 813,100</b>			
	<b>Remaining budget</b>						<b>Total Requested</b>	<b>US\$ 190,900</b>			
	(Partly) Funded  Co-financing AG (UNDP/GEF6)		UNDP GEF 6 (funding related to various Objectives & Activities)				Total  Total	US\$ 4,753,320 US\$ 16,500,000			



## Objective 6: Strengthening cooperation with other Range States

#	Action Description (Outcome)	#	Activity Description	Methods	Priority 1 (high) 5 (low)	Responsibility (Implementers)	Verification	Funding Secured/ Required (US\$)	Timeframe		
									Y1	Y2	Y3
6.1	Improve communication with wildlife authorities in neighbouring countries	6.1.1	Formulate bi-lateral or multi-lateral agreements between Angola and neighbour countries to ensure conservation & management of trans-boundary areas and prevention IWT & poaching	Bi-lateral and multi-lateral meetings/workshops	1	Director INBAC  UNDP GEF 6	Agreements signed	UNDP GEF 6 See above	X	X	X
6.2	Improve communication with enforcement agencies in neighbouring countries	6.2.1	See above	See above	1	UNDP GEF 6  Director INBAC	Agreements signed	UNDP GEF 6 See above	X	X	X
6.3	Establish a joint intelligence taskforce with neighbouring countries (Space for Giants/	6.3.1	Establish a trans-frontier wildlife law enforcement training facility in Boro (Botswana), develop wildlife	Contractor (Consultants)	1	Space for Giants Tlhokomela Trust  2 years	50% reduction in poaching by 2021	EU funds Secured US\$ 1.5 million	X	X	



	SADC LEAP)		law enforcement training curriculum and train 250 rangers from all KAZA countries, including Angola.								
			Set up a KAZA trans-frontier satellite communication network		1	See above	See above	See above	X	X	
			Any SADC LEAP Initiative		1	See above	See above	See above	X	X	



**Objective 7: Increase cooperation and collaboration with local communities on African Elephant conservation**

**Target 7:** Community involvement with elephant conservation strengthened, with tangible benefits flowing to the household level, and the incidences of snaring and illegal killing of elephants by community members reduced to acceptable levels by 2028

#	Action Description (Outcome)	#	Activity Description	Methods	Priority 1 (high) 5 (low)	Responsibility (Implementers)	Verification	Funding Secured/ Required (US\$)	Timeframe		
									Y1	Y2	Y3
7.1	Raise awareness and sensitise fringe communities about the precarious situation of elephants in Angola, their potential contribution to the local economy and the seriousness of wildlife crime and forthcoming changes in the penalty structure	7.1.1	Invite chiefs and village elders to local meetings where they are informed about the plight of elephants in Angola, forthcoming changes in the penalty structure, and the potential of live elephants to contribute to their livelihoods.	A series of local meetings for the fringe communities of each PA and open areas where elephants are present	1	Director INBAC	Lowered incidence of wildlife related crime	External: US\$ 38,000	X	X	X
7.2	Limit human fatalities and crop damage	7.2.1	See objective 3								



	through fencing, cultivation of non-target crops, bee-hives, and other recent technology										
7.3	Establish protected-area management boards, involving relevant stakeholders, including representatives of the fringe communities	7.3.1	For each PA or open area with elephants, establish a PA Management Board (PAMB), a multi-stakeholder forum, including representatives of the fringe communities.	For participatory management, regular discussions on conservation and management of wildlife and conflicts that emerge from these.	1	Director INBAC	Improved cooperation between government and local communities , with lowered incidences of community-related poaching	External: US\$ 60,000  (5 sites @ 2 meetings/yr)	X	X	X
7.4	Establish alternative livelihood programs in the vicinity of parks and reserves, for now focusing on the section of the proposed KAZA TFCA, such as community-	7.4.1	Create an enabling environment for the establishment of community wildlife conservancies and ecotourism enterprises, thereby creating buffer zones along the PA periphery, by legislative	For community conservancies and ecotourism enterprises to work, relevant legislature needs to be updated, land tenure needs to be	1	Director INBAC	Number of community-based initiatives developed	UNDP GEF 6	X	X	X



	based ecotourism sites, promoting initiatives that result in tangible benefits at the household level		updates (by-laws), microcredits, changes in land tenure, etc.	transparent, while communities and its members need to have access to affordable credit.  Prerequisites to attracting foreign tourists are simplifying visa process (available at airport), improving security and infrastructure amongst others							
7.5	Support ecotourism initiatives that promote greater employment opportunities and value chain	7.5.1	Give priority to private investors with a business plan that stipulates that only local labour, local materials and local produce will be	Develop criteria for investors to become eligible for tourism concessions within and	1	Director INBAC	Number of local community members employed within tourism industry	NA	X		



	development for local communities		used, thereby maximising monetary flow to the community level	outside PAs							
	<b>Objective 7 (Total Ask)</b>						<b>Total Required:</b>	<b>US\$ 98,000</b>			
	<b>Remaining budget</b>						<b>Total Requested</b>	<b>US\$ 98,000</b>			
	(Partly) Funded Co-financing AG (UNDP/GEF6)		UNDP GEF 6 (funding related to various Objectives & Activities)				Total Total	US\$ 4,753,320 US\$ 16,500,000			





## Objective 8: The National Elephant Action Plan for Angola is Effectively Implemented

Target 8: Coordinator and Steering Committee members appointed by late 2018, and NEAP implementation started in early 2019

#	Action Description (Outcome)	#	Activity Description	Methods	Priority 1 (high) 5 (low)	Responsibility (Implementers)	Verification	Funding Secured/ Required (US\$)	Timeframe		
									Y1	Y2	Y3
8.1	Establish an enabling environment and a clear framework for NEAP implementation	8.1.1a	Appoint NEAP Coordinator	NA	1	Director INBAC	NC in place	<b>Requested US\$ 204,000 (3 years)</b>  <b>Project Proposal ANG4</b>  <b>Activities 8.1.1 – 8.1.6</b>	X	X	X
		8.1.1b	Hire part-time Technical Conservation Advisor	NA	1	Director INBAC	TCA in place		X	X	X
		8.1.2	Appoint a NEAP Steering Committee	Circulate amongst all stakeholders & relevant Government departments	1	Director INBAC	SC in place		X	X	X
		8.1.3	Publicise NEAP and establish close relationships with partners	Communicate and organise annual review meetings	1	Director INBAC	NEAP circulated		X	X	X
		8.1.4	Organise annual meetings between	Meetings	1	Director INBAC	# meetings held		X	X	X



			stakeholders and invite the NEAP coordinators from neighbouring countries								
		8.1.5	Define the priority actions for the Angola government	Meetings	1	Director INBAC	Priority actions available and communicated	NA	X		
		8.1.6	Define clear procedures for partners to coordinate activities and funding	Develop procedures and circulate	1	Director INBAC	Procedures circulated	NA	X		
8.2	Reinforce coordination between government institutions	8.2.1	Define and clarify the roles and responsibilities of each institution for each NEAP objective, target and implementation measure	Workshop with all relevant ministries to discuss, define and clarify roles	1	Director INBAC	Signed agreements circulated	See above	X		
		8.2.2	Establish official collaboration agreements for	Roles agreed and agreements	1	Director INBAC	See above	NA	X		



			information exchange and coordinated implementation for elephant conservation	signed with all relevant ministries							
8.3	Reinforce collaboration between government institutions, non-governmental partners and the private sector	8.3.1	Coordinate activities carried out by Government institutions, INGOs, NGOs and the private sector to ensure complementarity and circulation	During NEAP implementation review meetings held twice a year, all relevant government institutions and their partners will be informed about recent developments and activities aligned to avoid duplication and to promote synergy	1	Director INBAC	Number of successful review meetings	See above	X	X	X
8.4	Follow progress on the implementation of priority actions	8.4.1	Develop procedures for monitoring and evaluating the implementation of	All stakeholders to present progress reports during	1	Director INBAC	Review meeting reports	NA	X	X	X



		8.4.2	NEAP activities Collect relevant reports and information for the NEAP and archive them in a central database	review meetings. Implementation plan updated after each review meeting. NA	2	Director INBAC	Database operational and used	NA	X	X	X
	<b>Objective 8 Total Ask</b>						<b>Total</b>	<b>US\$ 204,000</b>			
	<b>Project Proposal ANG4</b>						<b>Total</b>	<b>US\$ 204,000</b>			
	<b>Objective 1</b>		<b>Total required</b>					<b>\$22,501,600</b>			
	<b>Objective 2</b>		<b>Total required</b>					<b>\$ 1,900,000</b>			
	<b>Objective 3</b>		<b>Total required</b>					<b>\$ 768,500</b>			
	<b>Objective 4</b>		<b>Total required</b>					<b>\$ 0</b>			
	<b>Objective 5</b>		<b>Total required</b>					<b>\$ 1,004,000</b>			
	<b>Objective 6</b>		<b>Total required</b>					<b>\$ 0</b>			
	<b>Objective 7</b>		<b>Total required</b>					<b>\$ 98,000</b>			
	<b>Objective 8</b>		<b>Total required</b>					<b>\$ 204,000</b>			
	<b>Total NEAP Including PPs</b>		<b>Required (3 years)</b>					<b>\$26,476,100</b>			



ANNEX 8: RESOURCE MOBILIZATION PLAN & PROJECT PROPOSAL BUDGET

NEAP – Resource Mobilization Plan and Budget (Medium Term)								
Activity	Project/Name	Target(s)	Main Tasks	Lead Partner	Source of Financing	Budget (3 Yrs.) (US\$)	Total	Shortfall
<b>Objective 1: Illegal killing of elephants and the illegal trade of ivory reduced to acceptable levels by 2024</b>								
<b>Activity</b>								
1a.1 to 1a.12 & 1b.3	Build capacity, efficiency and effectiveness of field staff  Project Proposal ANG2	1a. By 2024, elephant numbers killed illegally < 1% of the national population	Development of SOPs and relevant training modules for field staff as well as upgrading both training schools should precede sound training and highly selective recruitment of new patrol staff to properly equip the authorities in their fight against poaching.	INBAC	External	\$22,283,400	\$22,283,400	\$22,283,400
<b>Objective 1; 3 years: Total (US\$)</b>						<b>22,283,400</b>	<b>22,283,400</b>	<b>22,283,400</b>
<b>Objective 2: Insert</b>								
<b>Activity</b>								
#						00.00	00.00	00.00
<b>Objective 2: Total</b>						<b>00.00</b>	<b>00.00</b>	<b>00.00</b>
<b>Objective 3: Reduce human-elephant conflict to acceptable levels</b>								
<b>Activity</b>								
3.1.1 – 3.1.5	Human-elephant conflict inventory and mitigation	Human-elephant conflict	Using a questionnaire, the types, severity, causes, impacts and	INBAC	External	\$768,500	\$768,500	\$768,500



	<p><b>Project Proposal ANG3</b></p>	<p><b>reduced to acceptable levels with zero human fatalities by 2028</b></p>	<p>frequencies of different HEC incidents and local mitigation measures and their results will be inventoried by location and incorporated in a database. Focus areas will be Maiombe, Mavinga and Luengue-Luiana National Parks and the Maria Theresa open area. Based on the results of the analysis, combined with best practice from experience in other countries on the continent, mitigation strategies and guidelines will be developed for different situations. Mitigation strategies will be implemented in close collaboration with the local communities, incorporating effective local measures as much as is practically feasible. Sound land-use planning, limiting the human-elephant interface in terms of time and space, should further help to mitigate</p>					
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			HEC in the long term.					
#		▪	▪					
<b>Objective 3; 3 years: Total (US\$)</b>						<b>768,500</b>	<b>768,500</b>	<b>768,500</b>
<b>Objective 4: Insert</b>								
<b>Activity</b>								

#		▪	▪			00.00	00.00	00.00
<b>Objective 4: Total (US\$)</b>						<b>00.00</b>	<b>00.00</b>	<b>00.00</b>
<b>Objective 5: To aid adaptive management, determine elephant distribution, range use, numbers and trends</b>								
<b>Activity</b>								
<b>5.1.1</b>	<b>Determining the current elephant range in Angola: A country-wide inventory of elephant populations</b>  <b>Project Proposal ANG1</b>	<b>Total elephant range, key populations and their distribution areas, migration patterns and their corridors inventoried by 2024</b>	Considering the size of the country, to limit time expenditure and costs, this inventory needs to be carried out as effectively and efficiently as is practically feasible, starting with stratifying the country based on the information that is available. Based on existing knowledge, we may distinguish between at least 4 different dispersal areas, some of which with possibly several distinct populations that may or may not be connected within the	<b>INBAC</b>	<b>External</b>	<b>\$813,100</b>	<b>\$813,100</b>	<b>\$813,100</b>



			dispersal areas (for further details see PP).					
<b>Objective 5; 3 years: Total (US\$)</b>						<b>813,100</b>	<b>813,100</b>	<b>813,100</b>
<b>Objective 6: Insert</b>								
<b>Activity</b>								
#		▪	▪			00.00	00.00	00.00
<b>Objective 6: Total</b>						<b>00.00</b>	<b>00.00</b>	<b>00.00</b>
<b>Objective 7: Insert</b>								
<b>Activity</b>								
#		▪	▪			00.00	00.00	00.00
<b>Objective 7: Total</b>						<b>00.00</b>	<b>00.00</b>	<b>00.00</b>
<b>Objective 8: The National Elephant Action Plan for Angola is effectively implemented</b>								
<b>Activity</b>								
8.1.1 – 8.1.6	Establish an enabling environment and clear framework for effective implementation of the Angolan NEAP  Project Proposal ANG4	Coordinator and Steering committee members appointed by late 2018, and NEAP implementation started in early 2019	g. Appoint a NEAP Coordinator, h. Appoint a NEAP Steering Committee, i. Publicize NEAP (partners and government institutions), j. Hire a part-time technical conservation	INBAC	External	\$204,000	\$204,000	\$204,000





			advisor to the Ministry and INBAC, k. Organize annual meetings with all stakeholders to discuss and document progress and implementation, l. Define clear procedures for stakeholders to coordinate activities and funding					
<b>Objective 8; 3 years: Total (US\$)</b>						<b>204,000</b>	<b>204,000</b>	<b>204,000</b>
<b>Total NEAP Project Proposal Budget for 3 years (US\$)</b>						<b>24,069,000</b>	<b>24,069,000</b>	<b>24,069,000</b>

