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Title: Application of a regional approach to the management of marine and coastal protected areas in Cuba's Southern Archipelagos Region

Brief description

This project would contribute to the conservation of marine biodiversity in Cuba, including fisheries resources of major regional importance, by creating capacities for the application of a regional approach to the management of marine and coastal protected areas in the Southern Archipelagos Region (which covers almost 6,000,000ha) as part of the country's National Protected Areas System (SNAP). The project would result in the expansion of the protected area estate in order to fill cover key gaps in ecosystem coverage and promote connectivity and management efficiency. The resulting PA estate would be embedded in a series of Zones Under Integrated Coastal Management Regimes which would serve to buffer impacts from productive activities and strengthen the integration between conservation and production sectors.

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Acronyms

APR	Annual Project Report
APRM	Managed Resource Protected Areas
AWP	Annual Work Programme
BD	Biodiversity
BOD	Biological Oxygen Demand
CCS	Cooperative of Credit and Services
CECM	Executive Committee of the Council of Ministers
CIGEA	Centre for Environmental Information, Management and Research
CITMA	Ministry of Science, Technology and the Environment
CNAP	National Centre for Protected Areas
CUP	Cuban Pesos (non-convertible)
CUC	Cuban convertible currency (CUC 1 = USD 1.08)
EFI	Integrated Forestry Enterprise
END	Outstanding Natural Elements
ENPFF	National Flora and Fauna Protection Enterprise
EPD	Executive Project Director
ERP	Poverty Reduction Strategy
ES	Executive Secretariat
FSP	Full-Sized Project
GEDECAM	Entrepreneurial Shrimp Group
INDIPES	Fisheries Industry and Distribution Group
IPF	Institute of Physical Planning
IR	Inception Report
IW	Inception Workshop
LAC	Latin America and the Caribbean
M&E	Monitoring and Evaluation
METT	Management Effectiveness Tracking Tool
MINAG	Ministry of Agriculture
MININT	Ministry of the Interior
MINTUR	Ministry of Tourism
MINCEX	Ministry of Foreign Trade and Investment
MINAL	Ministry of the Food Industry
MPA	Marine Protected Area
MSP	Medium-Sized Project
NEX	National Execution modality
NGO	Non-Governmental Organization
NP	National Park
NPAS	National Protected Areas System
ONIP	National Fisheries Inspection Office
OP	Operational Programme
ORP	Office of Fisheries Regulations
PA	Protected area
PIR	Project Implementation Report
PMU	Project Management Unit
PSC	Project Steering Committee
PTA	Principal Technical Adviser
RCU	Regional Coordination Unit

RE	Ecological Reserve
REDS	Special Region for Sustainable Development
RF	Fauna Refuges
RFM	Managed Flora Reserves
RTA	Regional Technical Adviser
SP	Strategic Priority
SRF	Strategic Results Framework
TPR	Tripartite Review
UNDP	United Nations Development Programme
UNDP-CO	UNDP Country Office
ZBREUP	Zone under Special Regime of Use and Protection
ZBRMIC	Zone under Special Regime of Integrated Coastal Management

SECTION I. ELABORATION OF THE NARRATIVE

PART I. Situation Analysis

Overall context and biodiversity value

1. Cuba is the largest and most biologically diverse island in the Caribbean basin, with more than 50% of the priority ecosystems and 55% of the endemic species of the Insular Caribbean. The country's coastal and marine biodiversity in Cuba is particularly high - more than 95% of its outer marine shelf is fringed by highly diverse coral reefs, while seagrass beds, which are highly important breeding sites for marine fauna, comprise more than half of the total shelf.

2. The area of the proposed project, Cuba's Southern Archipelagos, extends for 900 km along the southern coast (three quarters of the total length of the country) and encompasses an area of 59,400 km². The area is composed of 44,000 km² of marine zones, 9,375 km² of inland zones, 5,171 km² of coastal zones, and 504 km² of keys and islets. It constitutes the most important marine-coastal zone of the country, including extensive ecosystems of mangroves, seagrass beds, and coral reefs, as well as approximately 1,200 cays that support populations of several endemic terrestrial vertebrates, and other terrestrial ecosystems associated with the coast (coastal evergreen microphyllous forests, coastal plains and semi-deciduous forests). The area also includes the largest wetland of the insular Caribbean (Ciénaga de Zapata Biosphere Reserve and Ramsar Site) and a system of fringing and barrier coral reefs that is the largest in the northern Caribbean. Thus far, 979 species of marine animals alone have been found in the area, including 45 corals, 23 gorgonias, 137 sponges, 212 polychaetes, 108 molluscs, 63 arthropods, 28 ascidians (sea squirts), 8 sea urchins, 5 asteroidean (starfish), and 258 fish species. The area is also critically component for biogeographic processes in the northern Greater Caribbean, and for the conservation and sustainable use of commercially important marine species (e.g. turtle, shark, beak fish, and tuna), which are shared with the United States, the Bahamas, and other nations. The area includes seven Important Bird Areas identified by Birdlife International, three of which contain 11, 21 and 14 endemic bird species respectively.

3. The project area is of major regional importance for ecosystem function and for the sustainability of fisheries stocks and populations of globally important biodiversity. As shown in Map 1 (SECTION IV PART IV), it includes 13 out of the country's 21 important spawning aggregation sites for fish species (the remaining 8 are included within the area of influence of the Sabana Camagüey project¹ on the north coast). Dispersion modelling has shown that spawn from some of these sites is dispersed throughout the Caribbean and Gulf of Mexico, making them crucially important for the sustainability of regional fisheries. The area also contains seven Important Bird Areas defined by Birdlife International: of these, the Guanahacabibes Peninsula, the Ciénaga de Zapata swamp and the Granma Landing are home to 11, 21 and 14 endemic bird species respectively.

4. There are important biological and hydrological interactions and dependences at regional and sub-regional levels between different parts of the project area. The coastal mangrove and seagrass communities are constant recipients of planktonic larvae from the open sea, and the juvenile stages of many reef fish grow on in the estuarine zones. Conversely, a number of species of lagoon fish spawn in the sea-grass beds and some reproduce near to the coral reefs. Species composition and ecosystem function in many parts of the area, particularly estuaries, are highly dependent on the quality, volumes and periodicity of water flow from the rivers which drain into the area and from wetlands such as the Ciénaga de Zapata.

Current status of biodiversity, fisheries and ecosystem status

5. Fish populations over the vast majority of the country's coral reefs, and in particular in the project area, have undergone significant declines over recent years Baisre (2001). This is of concern due to the

¹ PIMS number...

importance of the fisheries sector for the national economic and food supply situation, and also the high levels of dependence of local livelihoods on fisheries, both for employment and subsistence. This decline is reflected in catch levels, which have fallen sharply (see Figure 2, Figure 3 and Figure 4, SECTION IV PART IV). Inventories carried out in 1995 showed that approximately 39% of the fisheries stocks in the area were in a state of decline, with decreasing catch levels; 49% were in a state of maturity and subject to high levels of exploitation and only around 12% were in a state of development, with some possibility of future growth. Despite its extent, the project area now provides only 5% of the national fish catch, with an average yield estimated at 920kg/km². There have also been sharp reductions in the relative abundance of larger individuals of fish from families such as the Lutjanidae (snappers) Serranidae, Carangidae and Scaridae (parrotfish). The balance of species composition in marine populations and fish catches has also shifted. The Gulf of Batabanó, for example, formerly provided 60% of the national catch of lane snapper *Lutjanus sinagris*, however due to population decline this has now been largely replaced by *Lutjanus griseus* and *Haemulon* spp. Highly migratory species such as billfish and oceanic sharks have also shown decreasing catch levels: declines in shark numbers have important ecological implications as they represent a key level in the trophic structure of marine ecosystems. In general, biota with higher commercial value and of higher trophic level, including larger fish species and lobsters, have undergone decline in recent years while smaller species of lower trophic levels have become proportionately more important (see Figure 1, SECTION IV PART IV). Sharp declines in capture rates have also affected a number of globally rare species, including the Goliath grouper *E. itajara* (IUCN Red List critically endangered) and the Nassau grouper *Epinephelus striatus* (IUCN Red List endangered), which has undergone an estimated 95% decline, suggesting population collapse. Recovery of all of these degraded populations, particularly of estuarine species, is highly dependent on spawning areas being subject to adequate protection.

6. Molluscs have also undergone significant declines, including commercially important edible species such as oysters (*Crassostrea virginica*), the Queen conch (*Strombus gigas*) and the clam *Arca zebra* (Baisre, 2000; Espinosa, 1992), and ornamental species affected by over-extraction such as *Cassis madagascariensis*, *C. tuberosa*, *C. flammea*, *S. costatus*, *S. pugilis*, *S. raninus*, *Cypraea zebra*, *Charonia variegata*, *Turbinella angulata*, *Cyphoma gibbosum* and *Spondylus americanus*.

7. Studies of coral populations are incomplete; however, there are strong indications of declines in the abundance of black coral (*Antipathes sp*) colonies and the dominant reef-forming coral *Acropora palmate*.

8. Closely related to these declines in marine fauna has been the degradation of marine and coastal vegetation. The loss of sea grass beds, composed principally of *Thalassia testudinum*, is of concern as these are vital breeding areas for lobsters and other marine fauna. Over the last 20 years a dense area of sea grass between 6 and 20 km in width has been lost in the area between the Zapata Peninsula and the Cortés inlet. The loss of mangroves is of concern as these are also important breeding and grow-on areas for fauna; in addition, they serve to protect coastlines against erosion and act as traps for sediment, which otherwise enters the open sea and has negative impacts on corals and seagrass beds.

Protected areas

9. Cuba's National Protected Areas System (NPAS), includes 263 sites (155 terrestrial and 108 marine and coastal), encompassing approximately 22% of the national territory. The NPAS is coordinated by the National Council of Protected Areas (CNAP), a dependency of the Ministry of Science, Technology and Environment (CITMA). The CNAP is supported at the national level by a NPAS Coordinating Body, which is composed of numerous agencies².

² National Office of the Environment (DMA), the Center for Environmental Inspection (CICA), the Ministry of Science, Technology and Environment (CITMA), the National Service for the Protection of Flora and Fauna (ENPFF), the State Forest Service (SEF), the Ministry of Agriculture (MINAG), the Park Rangers Corps (CGB), the Ministry of the Interior (MININT), the National Offices of Fisheries Regulation and Inspection (ONIP and ORP), and the Ministry of Fishing.

10. Until the 1990s attention focused almost entirely on terrestrial PAs. This situation was corrected with the establishment of the Marine Protected Area System (MPAS) in 1995, following Second National Protected Areas Workshop. The MPAS now covers 25% of the country's insular platform.

11. In parallel to the initiatives of the CNAP, the Ministry of the Fishing Industry (MINAL) has declared a number of Zones under Special Regimes of Use and Protection (ZBREUP). These are equivalent to (and commonly called) fishery reserves, and act in practice as protected areas. They have served as points of departure for many Cuban MPAs now officially declared or in the process of being declared; in the project area, these include Jardines de la Reina National Park, Punta Francés National Park, Ciénaga de Zapata National Park and Cayo Largo Ecological Reserve. The fishery reserve at Cayo Doce Leguas in the Jardines de la Reina Archipelago (part of the project area), is the largest in the Caribbean (Appeldoorn and Lindeman, 2003).

12. In the Southern Archipelagos, a total of 34 PAs have been defined to date, covering between them 10,842 km² (19% of the total area), of which 60% is marine and the rest terrestrial. Only eight of these have been legally approved by the Executive Committee of the Council of Ministers and a further five are currently in the process of being approved; 13 (covering 1,692 km² or 16% of the total area of PAs) are without formal administration. These PAs include nine National Parks (8,411 km²), thirteen Fauna Reserves (1,809 km²), three Ecological Reserves (1,150 km²), one Floristic Reserve (15 km²), five Managed Resource Protected Areas (4,381 km²), two Outstanding Natural Elements (223 km²) and one Protected Natural Landscape (16 km²)³. In addition, the Ciénaga de Zapata wetland and the archipelago of Los Canarreos are classified as Special Regions for Sustainable Development or REDS (see paragraph 19).

13. There have been significant advances in the area with the generation of experiences and models for biodiversity conservation in and around protected areas, in association with productive sectors. The Jardines de la Reina ZBREUP, for example, provides for sustainable commercial exploitation of lobsters by fishing companies, 'catch and release' sport fishing and diving. Management of this PA is an excellent example of a public/private venture, in the form of the joint Cuban/Italian tourism company AZULMAR. With the support of WWF Canada and in collaboration with AZULMAR, the park management team has developed an operation plan for the park and is currently working on a longer term management plan.

14. Each of the 12 Provinces in the project area has a Provincial Coordinating Board (PCB) for PAs, which replicates the national coordination structure. Each PCB is composed of individual PA management authorities, local resource management agencies, and local communities. The role of these bodies has increased substantially as part of a decentralization process in the SNAP that is designed to strengthen the role of PA administrations and develop participatory methods to involve local communities.

15. Responsibility for the administration of the PAs is divided between various institutions. In the Southern Archipelagos, those involved are CITMA, the National Flora and Fauna Protection Enterprise (ENPFF, a State-owned company attached to the Ministry of Agriculture MINAG), the Integrated Forestry Enterprise or EFI (another State-owned company attached to MINAG, at local level), and a multi-sector Biosphere Reserve Governing Board. Of the 21 PAs in the area that have formal administration, one (the 39,830ha Guanahacabibes National Park, covering 2.4% of the region's total PA estate) is administered by CITMA; 16, covering 580,052ha or 34.4% of the PA estate, by the ENPFF, two, covering 433,833ha or 25.7% of the total, by the EFI and two, covering 626,219ha or 37.2% of the total, by the Biosphere Reserve Governing Board.

³ Natural Reserves = IUCN Category I, National Parks and Ecological Reserves = IUCN Category II, Outstanding Natural Elements = IUCN Category III, Managed Floral Reserves and Fauna Refuges = IUCN Category IV, Protected Natural Landscapes = IUCN Category V and Protected Areas for Managed Resources = IUCN Category VI.

Legal context

16. The same legal framework applies to the MPAS as to the terrestrial system. The two principal instruments are the Environmental Law 81 (the framework law for environmental management), and Decree Law 201 for the National System of Protected Areas. Law 81, adopted in 1997, defines the SNAP as an integrated marine-terrestrial system and establishes its objectives and basic principles. Decree Law 201, adopted in 1999, is the primary legal document for the NPAS. It contains formally defined protected area categories (equally valid for land or sea); administrative formulations; mechanisms for proposals and approvals, and guidance for participatory area planning.

17. The first group of MPAs was formally declared through Agreement 4262 in 2001 by the Executive Committee of the Council of Ministers (CECM). This Agreement codified a total of 32 protected areas, of which 18 include marine surface waters. Another three MPAs have been declared through other legal instruments not specifically dedicated to protected areas (Appendix 2). A second group of 23 protected areas, where the marine component was one of the most important elements for selection, is currently in its final phase of approval by the CECM; 12 of these are considered to be very important marine areas.

18. Other legal instruments, many of which are currently in use (such as methodology guides), are in final processes of approval. Instruments related directly or indirectly to the SAMP include portions of the SNAP 2003-2008 Plan, methodologies for the preparation of Management Plans, Operational Plans and environmental regulations for diving zones and other areas.

19. Article 3 of Decree Law 201 also provides for Special Regions of Sustainable Development (REDS), which are defined as large regions with sensitive ecosystems of economic and social importance. These areas require national attention and coordination in order to achieve conservation and sustainable development.

Priority productive sectors

20. The two main sectors with implications for the biodiversity and ecosystem function of the project area are fisheries and tourism.

21. The fisheries sector falls under the responsibility of the Ministry of Fisheries. Three categories of fisheries operators can be distinguished: commercial fishermen supplying the Ministry of Fisheries through PESCACUBA; “sport fishermen” who largely fish for subsistence needs and unauthorized fishermen operating illegally. The country’s commercial fishing fleet is owned by the State company PESCACUBA, of the Ministry of Fisheries, which rent boats out to fisheries operators, who are in turn responsible for investing in equipment and fuel. These operators then sell their catch to PESCACUBA. Income is therefore directly related to the magnitude of fish catch; a further incentive for maximizing catches is the fact that 20% of the payment is made in convertible currency (CUC). There are a total of 7,650 registered “sport fishermen” with 1,517 boats (of which around two-thirds are powered by motors and the remainder by oars), operating from a total of 47 different ports throughout the region. The fisheries sector has experienced processes of decline, in parallel with the declines in marine biodiversity and populations described above. Fisheries catches in the area grew rapidly from the 1950s to the end of the 1960s, but from the 1980s on stabilised and at the beginning of the 1990s began to decline (Baisre, 2001; Puga et al. 1992).

22. Tourism has assumed major importance as a source of foreign earnings for Cuba: income increased at an annual rate of 5.2% per year between 2002 and 2007 and generated US\$2,236.4 million in 2007 (see Table 1, Table 2, Table 3, Figure 5 and Table 4, SECTION IV PART IV). The sector is promoted and regulated by the Ministry of Tourism (MINTUR), which invests in infrastructure in association with foreign investors. Development of the tourism infrastructure is subject to centralized planning by the Institute of Physical Planning (IPF), which specifies the magnitudes, types and locations of hotels and other support infrastructure in different parts of the country. More specific “micro-location” and design of hotel developments are then subject to approval by CITMA on the basis of the results of Environmental Impact Assessments.

23. The Southern Archipelago region has major potential for tourism development; to date, however, this has only been realized to a relatively limited extent. Currently there are 38 hotel complexes in the area, with a total of 3,242 hotel rooms, representing only 7% of the national hotel capacity. Tourism capacity is strongly dominated by the “sun and sand” sector (focused principally on beach-based relaxation), which accounts for 73% of current hotel capacity in the area. Major expansion is planned in future, with a more than six-fold increase in the total number of hotel rooms in the area (see Table 4, SECTION IV PART IV). The market share of the sun and sand sector is predicted to be maintained at 73% in the future. Nature tourism, by contrast, currently only accounts for 3.8% of hotel rooms, and while this sector is set to expand more than threefold, its proportional share of the market is actually set to decline to just over 2%. Future growth in tourism numbers is likely to be focused in particular on the islands and cays where there is most potential for the “sun and sand” tourism which currently dominates Cuba’s tourism brand.

Threats and their root causes

24. The causes of the declines of marine fauna populations and ecosystems described above are complex, interrelated and in some cases not fully clear. The most significant pressure to date has apparently been overfishing (principally by commercial operators), including in spawning areas during critical periods, combined with the use of damaging gear such as dragnets. This commercial fishing is directly motivated by the Ministry of the Fishery Industry (MINAL), which, through its company PESCACUBA, owns the country’s commercial fishing fleet and buys all of the catch, in order to satisfy national food needs and generate revenue through exports sales to the tourism sector. Local people, meanwhile, are motivated to participate in commercial fishing by the fact that part of the purchase price provided by MINAL is in hard currency, while limited alternative employment opportunities exist in the area. The use of damaging fishing gear such as dragnets is also partly explained by the limited access of PESCACUBA to the hard currency required to replace such gear.

25. This overexploitation occurs despite the measures taken by the MINAL in accordance with its supervisory and regulatory role, such as the declaration of fisheries regulations, the inspection of catches, the declaration of closed seasons, the suspension of overexploited fisheries (such as shrimp at present in the project area) and the declaration of fisheries reserves. The effectiveness of these measures is limited by inadequate access of MINAL to logistical resources, a problem which also affects entities responsible for PA management such as CITMA and State owned companies).

26. The decline of sea-grass beds in areas such as the Gulf of Bocanabó is attributable to a combination of eutrophication and sedimentation. Eutrophication arises from excess nutrient runoff from agricultural areas on the extensive Havana-Matanzas plains, which drain into the area; in common with most of the rest of the country, this agricultural activity is largely carried out by cooperatives and State-run enterprises attached to the Ministry of Agriculture. Sedimentation, meanwhile, is due in part to the deforestation of coastal mangroves for housing, agricultural and industrial development. These forms of development, particularly urbanization, are largely attributable to weak regulation and inadequate zoning provisions in territorial land use plans at municipal level. Mangroves have also been subjected to felling in some areas for the extraction of tannin from their bark, for small scale tanning industries.

27. The mangrove and coastal lagoon systems of the southeastern part of the area, meanwhile, have been affected by reductions in the volumes of water which flow into them, and consequent reductions in nutrient inputs and increases in salinity levels, as a result of dam construction and other river management strategies inland (Baisre and Arboleya 2006). This has severely affected populations of shrimp (*Farfantepenaeus notialis* and *Litopenaeus schmitti*), which previously supported a sizeable fishery industry in the area but which are now in marked decline, while reductions in water circulation have led to the loss of mangroves, which in places have been replaced by beaches and salt flats, leading to the loss of important breeding areas for aquatic fauna. Loss of mangroves is of particular concern under conditions of global climate change as they increase the vulnerability of the area to hurricanes: the western part of the project area is regularly affected by severe hurricanes and climate change is likely to result in increases in their frequency and/or severity.

28. The Ciénaga de Zapata wetland has also been seriously affected by activities such as the construction of roads and canals, drainage and damming, between the 1960s and 1990s, which have significantly altered its hydrology and consequently its ecosystem diversity function. Changes in hydrological conditions have also affected coral reefs: in particular, increased sediment loads in the water flowing into the area lead to increased turbidity, sedimentation and nutrient concentrations, resulting in increased growth of microorganisms and diseases in corals.

29. The impacts of tourism are variable in nature and severity. There is some evidence that hotel construction and the inadequate waste water management from tourism developments has led to increases in algae and diseases in the coral reefs on the western part of Cayo Largo; it is however possible that the impacts reported represented an isolated case, given that hotel developments are normally subject to strict environmental impact assessment and control. There is in addition some evidence of damage to reefs by high local concentrations of divers and snorkellers.

30. The potential impacts of climate change to the project area are severe. These include coral mortality due to rising water temperatures, loss of turtle nesting sites due to sea level rises, mortality of mangroves due to changes in water circulation patterns, and changes to the routes of migration and larval dispersion due to modifications in ocean currents. These changes have the potential to affect the conservation status of globally important biodiversity, the sustainability of regional fisheries resources and the viability of local livelihoods that are dependent on fisheries.

Long term solution

31. In order to ensure adequate conservation of the biodiversity, ecosystem function and fisheries resources in the project area, in a manner that is compatible with national and local development goals, it is necessary for it to be zoned into a range of complementary conservation and management units that correspond to spatial variations in biodiversity values and threats; and that these units are effectively managed according to their respective objectives. This mosaic of protected and productive seascapes and landscapes needs to be planned and managed from a regional, rather than site specific, perspective, given the high degree of region-wide biological interrelations and interdependencies that result from the marine currents that traverse the whole area and the migratory nature of many of the species in the area.

32. The core element of this solution would be the establishment and/or expansion of marine protected areas, and their effective management for conservation. The existence of such PAs is essential in order to ensure that key sites for the reproduction and feeding of marine fauna are guaranteed protection from damaging intensities and types of extractive activities, thereby allowing populations of such species to recover and prosper. Areas which require such special treatment include spawning areas of fish and other marine/coastal fauna, which are of key region-wide importance for the health and recovery of populations of such fauna and particularly vulnerable to degradation through the application of inappropriate or over-intensive fishing practices.

33. In order for such PAs to be biologically sustainable, it is essential for the seascape and landscapes that neighbour them also to be managed in a sustainable manner. This is particularly important in the case of aquatic ecosystems where, as explained in paragraph 4, there is a high degree of biological porosity and flux between different areas and ecosystem. Protection of BD in these areas, and the combat of threats which have their origins in them and affect the PAs themselves, would be dependent on the productive activities that occur there being subject to effective planning and regulation, in accordance with principles of conservation and population biology.

34. Effective and sustainable protection of BD in the area also requires attention to be paid to land-based threats, and the biological and hydrological interrelations between terrestrial and aquatic ecosystems to be taken into consideration. Protected areas must therefore bridge the land/sea divide, and be complemented by actions to promote sustainable land management in productive landscapes that generate impacts on coastal and marine biodiversity.

Barriers

35. The effective application of a regional approach to biodiversity conservation in the project area, centred on the effective management of protected areas embedded in sustainably managed productive seascapes and landscapes, is currently hindered by a number of factors. These are of particular significance in marine areas, which are typically treated as public resources with widespread uninterrupted access, and where the severity of the impacts of productive activities is often not immediately evident (CNAP 2004).

36. *Firstly*, the definition of priorities for PA establishment in the project area has largely been carried out on a site-specific basis to date and do not reflect the conceptual framework that has been defined for the MPAS as a whole, which recognizes the need for zoning, regional networks and connectivity (CNAP 2004). This situation, together with the fact that the majority of the PAs in the project area have yet to be formally declared and lack supportive legislation and regulations, is largely due to the relatively recent prioritization of MPAs by the Government. Such a site-specific approach is initially justifiable as an interim measure for highlighting priority sites that are of particular importance and require urgent protection, but fails to take into account biological and socioeconomic interrelations that are critical to sustainability. A reasonable level of understanding exists on the nature of biological and oceanographic processes in the area which would permit such a regional approach to be applied, however important information gaps still exist: a particular challenge the case of marine areas is the complexity of such interrelations, which involve issues of conservation biology, metapopulation biology, landscape ecology and fishery biology, as well as connectivity and three-dimensional parameters such as depth, currents, and other abiotic factors. The need for reliable and detailed information on complex processes is further increased under conditions of climate change, which introduce further elements of complexity and uncertainty.

37. *Secondly*, management and logistical capacities are insufficient in the institutions responsible for PAs and for the regulation of the production sectors in the surrounding seascapes and landscapes. There are a total of 1,536 staff spread over the approximately 1 million hectares of PAs in the area (an average of just over 700ha per person). The distribution of personnel is highly variable across the region, ranging from 2 to 321 persons per PA, and from 46ha/person to 7,698ha/person. This situation is due to a number of factors, including the relatively recent definition of most of the PAs (most of which have yet to be formally declared); the dispersal of responsibilities and efforts between a range of different institutions belong to different sector ministries; and limited availability of hard financial resources for the purchase of means of transportation, fuel and other equipment required for supervisory activities.

38. *Thirdly*, insufficiently effective mechanisms exist to allow for cost efficient MPA operations, and there is insufficient integration between MPAs and productive sectors (especially tourism and fisheries), which limit opportunities for MPA financing and effective management. Traditionally, a significant percentage of Cuba's hard funding for PAs has come from international sources, but the short-term and variable nature of these funding sources greatly limits long-term planning, takes up significant amounts of time and effort, and impedes consolidated financial planning and reporting. Furthermore, while terrestrial PAs have access to financing outside of recurrent government budgets (through FONADEF, a forestry fund), there are no such funds specifically for MPAs. Because MPAs are managed with little coordination, individual MPAs in the region have very limited ability to identify and pursue national or international funding opportunities, and they fail to implement cost effective strategies for sharing expertise, information, and equipment, a situation that is exacerbated by the relatively high cost of marine PAs. Financial planning is, in addition, hindered by the limited availability of reliable information on the financial status of individual protected areas which is, in turn, a function of limited capacities for the collection and analysis of such data.

39. In addition, because protected areas in the Southern Archipelagos generally operate in a vacuum, artificially separated from the landscapes, productive economic sectors, and communities that surround them, they are limited in their ability to plan for, control, or benefit from potential regional or landscape level opportunities and threats, including accessing funds and revenues related to economic development.

The potential for significant tourism growth in the Southern Archipelagos is a case in point: tourism products and services should be defined that identify and link the most attractive natural features of MPAs within the region (e.g. nature tourism routes), and to determine potential impacts on biodiversity at the regional level. Instead, each individual MPA in the region acts on its own, and visitor-related activities in MPAs are primarily focused on maintaining existing trails and training guides, or in a few cases working with tourism agencies to develop excursions. Overall, MPAs in the region have played a very minimal role in steering tourism development away from the traditional “sun and sand” model and towards nature-based tourism. At the local level, the limited effectiveness of stakeholder participation restricts the ability of PA managers to identify, control, and monitor the impacts of local communities and productive enterprises on MPA ecosystems. Finally, the insufficient experience of PA managers and staff in managing productive activities (e.g. sustainable tourism and fisheries), and in outreach, partnership building, and conflict resolution, prevents effective coordination between MPAs and other stakeholders, such as productive enterprises and local communities.

System boundary

40. The geographical boundary of the project corresponds to the southern insular shelf of Cuba, which is referred to here as the Southern Archipelagos region, and adjoining terrestrial areas which have strong biological or physical relations with the biodiversity in the marine areas. The project would primarily focus on current or proposed protected areas throughout this region, but would also include production seascapes and landscapes which are related to the PAs in biological, physical or productive terms. The project would work with stakeholders at national, provincial, municipal and community levels.

Stakeholder analysis

41. The central institutional stakeholder in relation to protected areas in the region is the National Centre for Protected Areas (CNAP), which is responsible for planning and coordinating the NPAS and the MPAS. State-owned companies such as ENPFF and EFI (which belong to the agricultural ministry MINAG), also have highly important roles as the owners and managers of a large proportion of the PAs in the region, as does CITMA in the smaller area of PAs that it owns and manages. The Ministry of the Food Industry (MINAL), is the lead institution in the fisheries sector (which is one of the principal sources of threats to the BD of the area), responsible both for promoting fisheries activities (through PESCACUBA and its dependent companies), purchasing fish and other seafood catches, and for regulating and supervising the sector. MINAL has also been directly involved in PAs through its establishment of ZBREUPs or fisheries reserves. The lead institution in the tourism sector is MINTUR, which includes a number of State-owned tourism enterprises which undertake tourism ventures in association with foreign investors. The Ministry of the Armed Forces MINFAR is also involved in the tourism sector through its company Gaviota. The Institute of Physical Planning (IPF) is responsible for overall planning of infrastructure development such as that in the tourism sector, while the Ministry of Environment is responsible for overseeing processes of environmental impact assessment of each proposed investment. As a consequence of the earlier GEF-supported project Strengthening the National Protected Areas System, there is now an inter-institutional National Coordinating Board for the NPAS, that is mirrored by similar bodies at provincial levels and Administration Boards for certain PAs.

42. The resident population in the PAs of the project area amounts to just over 25,000 people⁴ (taking into account both core and buffer zones); however around half of the PAs in the project area have no resident populations. There are in addition large numbers of other stakeholders, with interests in or impacts on the PA estate, who reside outside of the PAs themselves. Project stakeholders include the members of the twelve fishing enterprises belonging to PESCACUBA who carry out commercial fishing in the area, amounting to 2,964 people. When family members are included, the number of people dependent on commercial fishing probably ascends to around 10-12,000.

⁴ Based on a combination of 2002 and 2008 census data.

Baseline analysis

43. Under the baseline situation, CNAP would continue to devote most of its resources to the management of terrestrial PAs, and marine and coastal ecosystems will remain the “poor relation” in the system. Existing MPAs would protect some key ecosystems, but most of these would be small and not zoned for different levels of protection and use, nor would they coordinate with each other, with upstream terrestrial PAs or with managers of the surrounding productive landscape, thereby precluding conservation at the landscape/seascape level. Promising examples of integration of conservation and productive activities, and of public/private partnerships, would not be capitalized or replicated to any significant degree. Funding of MPAs would continue to rely on government funds, which are inadequate, and international donor funds, whose varied requirements and durations preclude effective planning and require significant time and effort. Fisheries management would continue to focus on overall catch and not on sustainable management of aquatic ecosystems. It is highly likely that the rapid tourism development that is set to take place (with a possible six-fold increase in hotel capacity), would make little contribution to PAs and as a result would find the biological and landscape values on which it depends undermined.

PART II. Strategy

Institutional, sectoral and policy context

44. A system level approach to PA planning and management has been adopted in Cuba since the establishment of the NPAS in 1989 and the MPAS in 1995, under the control of the CNAP. The NPAS Plan for 2003 – 2008 identified MPAs as less developed than terrestrial PAs and called for efforts to be made to strengthen MPA functions and capacities, to establish clearly defined regulations for their management and coordination, and to ensure that MPA coverage be expanded to represent at least 15% of the Cuban insular platform and at least 25% of coral reef ecosystems. A preliminary gap analysis carried out by CNAP also identified the following goals for MPA coverage: 1) protect representative samples and outstanding examples of the coastal and marine ecosystems and biodiversity of Cuba; 2) contribute to the improvement of the sustainable fisheries; and 3) represent the most outstanding geographical characteristics of the marine-coastal zone of Cuba, as well as its associated historic and cultural values.

Project Rationale and Policy Conformity

45. Biodiversity and fisheries stocks in the project area have experienced severe declines in recent years, due to a combination of factors including overfishing, habitat degradation and modifications in the quantities and characteristics of hydrological inputs from the mainland. Under the baseline situation, these threats are likely to continue, due to the failure adequately to manage and protect crucial areas for breeding, spawning and growth of fish and other marine fauna, or to reduce threats from production sectors in the adjoining seascapes and landscapes. Tourism is likely to increase significantly in the area, representing both a threat and an opportunity. The construction of large hotel complexes may have direct impacts on fragile ecosystems, although these are in theory foreseeable and preventable through the application of environmental impact assessment procedures and corresponding mitigation measures, such as modifications to micro-localization and/or design. Increases in visitor numbers in parallel with this growth in capacity, meanwhile, pose the threat of major impacts due to increases in the demand for ecosystem products such as fish and coral, which under the baseline scenario are likely to be harvested in an unsustainable manner; and direct impacts resulting from physical damage to reefs by divers and snorkellers. The economic importance of tourism to the country means that there is little likelihood of reducing tourism capacities or visitor numbers below those already established by the IPF and MINTUR. The project will instead focus on developing capacities which will allow BD conservation strategies to respond to such changes.

46. Central to the project’s strategy will be the expansion and consolidation of a regional system of Marine Protected Areas, constituting a sub-system of the existing national-level MPAS. This is essential in order to ensure that specific sites within the region such as breeding, spawning and grow-on areas,

which are of critical importance in biodiversity or productive terms, are afforded the special protection and management that they require. Focusing solely on modifying practices in productive sectors such as fisheries and tourism would mitigate overall pressures on populations of marine fauna but would not allow them to achieve the recruitment rates necessary for them fully to recover.

47. This central focus on expanding and consolidating the regional MPAS is in full conformity with GEF Strategic Objective 1 within the Biodiversity Focal Area, “To Catalyze Sustainability of Protected Area Systems”, and specifically Strategic Priority 2, “increasing representation of effectively managed marine PA areas”. Through its various complementary components, the project will ensure that the three criteria used by GEF to define a sustainable PA system are met, namely: coverage of ecologically viable representative samples of ecosystems; individual, institutional and systemic capacity to manage PAs such that they achieve their management objectives; and revenue to support PA management costs. The project will also emphasize the systems level focus set out in GEF guidance, including the integrating of PA management within the management of the broader landscape and seascape, thereby promoting connectivity and addressing the need to manage external threats.

48. The project will also have a secondary focus on BD Strategic Objective 2, “To Mainstream Biodiversity in Production Landscapes/Seascapes and Sectors”, through its inclusion of production landscapes in ZBRMICs and the development of pilots of productive activities. The inclusion of an SO2 element is important in the case of marine ecosystems given the high degree of productive and biological porosity of the boundaries of MPAs. This aspect will not, however, distract from the major focus of the project on PAs and the project would aim only to learn from, rather than duplicate, the leading SO2 focus applied in the Sabana Camaguey project.

49. The specific incremental contributions that will be achieved through GEF involvement will be as follows:

- Ensuring that the expansion of MPAs is done in a way that reflects the relative conservation priorities of different sites across the region, responds to needs for biological connectivity and addresses external threats to PAs; under the baseline situation, PAs would be planned on an individual basis.
- Ensuring that the PAs are embedded within a broader matrix of production seascapes and landscapes; under the baseline situation, PAs would constitute “islands” of protection in a matrix of largely unsustainable productive activities.
- Ensuring that the MPAs and other management units within the protected and productive seascapes and landscapes are accorded formal legal designation and are supported by an adequate regulatory framework and management tools; under the baseline situation, it is likely that many of these areas would remain as ideas, or would be established but the legislative “teeth” required to ensure their effective protection.
- Ensuring that human, institutional, administrative and logistical capacities exist to permit the effective management and protection of the PAs; under the baseline situation, there is the risk that they remain as “paper parks”.
- Improving the financial situation of PAs, through the development of funding mechanisms, inter-institutional relations and capacities; under the baseline situation, funding would be limited, narrowly based and short-term, opportunities for income generation would be missed and the income that is generated would not be reinvested in PA management, and the funds that are available would not be used in the most effective manner.

Project Goal, Objective, Outcomes and Outputs/activities

50. The project would contribute to the overall goal of conserving globally important coastal and marine biodiversity in Cuba. Its specific objective would be to ensure that globally significant marine biodiversity is conserved and sustainably used through an extended, strengthened and integrated network of coastal and marine protected areas in the Southern Archipelagos region. This objective will be

achieved through four complementary strategies, corresponding to the four operational components or outcomes of the project.

Outcome 1: Increased coverage of priority ecosystems by MPAs, related terrestrial PAs and associated management units within the productive landscape and seascape

51. *Firstly*, the project would support the design and establishment of a region-wide system, composed of complexes of PAs linked to adjoining management units within the productive seascape and landscape. This would involve the declaration of some new PAs and the modification or expansion of the boundaries and/or classifications of others. The aim of this process would be to ensure that the location, extent and categorization of different PAs and other management units reflect region-wide priorities for BD conservation, the specific conservation requirements of different areas and the threats that they face, the needs for biological connectivity between PAs, and the efficiency and effectiveness of management. Details of the initial proposals for the modification of PAs in the area are provided in SECTION X PART X, together with corresponding justifications. The principal justifications for these modifications are increased coverage of currently unprotected areas of high global value and the promotion of biological connectivity. The modifications would also involve the formation of a number of clusters of contiguous PAs, which would facilitate management and increase cost-effectiveness. The PAs would be included within a number of Zones Under Regimes of Integrated Coastal Management (ZBRMICs), with the aim of harmonizing the management of production landscapes/seascapes and PAs, and to facilitate the countering of threats to coastal and marine PAs arising from production landscapes, through appropriate planning and zoning. The figure of ZBRMICs is currently under development and, once finalized, these would be declared through Ministerial Resolutions by the Vice-Minister of CITMA. The proposed locations of the ZBRMICs are shown in SECTION IV PART VIII and PART IX.

52. A first step would be the facilitation of region-wide processes of analysis and planning, building on those carried out during the PPG phase (whose main objective was to generate overall guidelines for the system and to confirm that potential existed for generating benefits for BD and for management effectiveness). Local participation in these processes would be ensured through existing well-proven mechanisms for participation, described in SECTION IV PART II. The project would bring together, integrate and organize information from diverse national and international sources in support of these analyses. A key product would be a validated and detailed map of the system (based on the initial version presented in SECTION IV PART IX, accompanied by a region-wide zoning document which would provide information on and justifications for each of the conservation and management units, particularly how they relate to each other at regional levels. These processes would also allow considerations of ecosystem protection, biological connectivity and sustainable development to be integrated into provincial and municipal development plans, thereby providing a planning framework whereby regional and local governments can contribute to mitigating land-based threats to coastal and marine BD, such as those arising from urbanization and hydrological infrastructure projects. Based on the provisions of this overall planning framework, legal instruments would be drawn up, for formal approval by the CECM, and the existing declarations of some PAs may be modified as necessary, depending on the results of analyses of their current categorizations.

Outcome 2. MPAs in the project area are subject to effective management within the framework of a regional protected area subsystem

53. *Secondly*, the project would ensure that the region's MPA system and the individual PAs that constitute it are subject to effective management in order to avoid them becoming or remaining "paper parks". This would be achieved by developing management instruments, supporting institutional capacity development and developing mechanisms for inter-institutional cooperation and coordination, and would be complemented by the activities proposed under Component 4 which would enable PA management to be funded in a sustainable manner in the long term.

54. The principal instrument to be developed would be a region-wide Strategic Management Plan, covering all of the PAs as well as the adjoining management units in the productive landscape and seascape. This would set out strategic principles and broad-brush guidelines for management by zone,

based on the provisions of the zoning document(s) developed under Outcome 1 and incorporating regional considerations of ecosystem protection, biological connectivity and sustainable development as well as provisions for response to trends in social, economic and climatic conditions. Specific operational considerations to be addressed in this plan would be how human and financial resources would most effectively be distributed between different PAs in the region and how the diverse institutions involved in the management of PAs and productive sectors should coordinate their activities. Within the framework provided by this document, individual management plans would also be drawn up for each PA, each of which would make reference to regional considerations such as connectivity with other PAs and interrelations with processes in adjoining productive seascapes and landscapes.

55. Application in practice of the regional Strategic Management Plan would be facilitated through the strengthening of regional-level structures for ensuring inter-institutional coordination, such as Provincial Coordinating Bodies. At the level of individual PAs, the project would strengthen the technical, managerial and administrative capacities of PA staff, thereby helping them to tailor management strategies more closely to needs and threats, to monitor their effectiveness and to manage resources more efficiently and effectively. It would also be essential in the short term to fund the provision of some essential equipment and infrastructure, until such time as the sustainable financing strategies proposed under Component 4 come fully into effect and are able to cover such costs. This would allow immediate threats to be countered and would also provide the wherewithal for the management provisions proposed in the strategic and specific management plans into practice to be validated prior to their wider replication.

Outcome 3. Business planning and partnerships with productive sectors increase MPA revenues and cost efficiencies

56. *Thirdly*, the project would help to ensure that the establishment and management of PAs in the area are carried out in ways that are harmonized with economic development goals and productive activities, and would contribute to the financial sustainability of the regional system and its constituent areas.

57. Support would be provided to the production of a regional strategy for the development of sustainable tourism, in collaboration with lead sector institutions (MINTUR and IPF) and State-owned companies, particularly ENPFF. This would enable increased funds to be generated, which would contribute to the financial sustainability of the PA estate. The project would ensure that this plan makes adequate provision for ensuring the biodiversity values are respected and promoted, for example through defining the locations of vulnerable and critical areas and carrying capacities, and establishing a monitoring system of the impacts and benefits of tourism. Mechanisms would also be developed to promote and facilitate the reinvestment in the area of tourism revenues generated there.

58. The project would also contribute to the financial sustainability of the regional PA system by supporting the development of financial sustainability plans at regional and sub-regional levels, and in individual protected areas and ZBRMICs. At the regional level, an inter-institutional Strategic Financial Plan would help to ensure that funds are distributed appropriately between the different PAs that constitute the system, in accordance with their respective needs (including levels of threats and logistical difficulty) and income generation potential. At each of these levels, financial sustainability plans would be closely integrated with the management plans proposed under Component 2. The project would also support the generation of data on the economic implications (both costs and benefits) of conservation, which would be fed into these plans and also be communicated to policy and decision-makers. This would be complemented by the provision of training to PA managers and administrators, in order to increase their capacities to keep track of and manage effectively the funds that they have available. This would allow increased cost-effectiveness and would also help to resolve the problem of under-execution of funds.

59. PA managers would be provided with specific technical training, including interchanges between sites both within and outside of the project area, regarding strategies for interacting successfully with productive sector actors. Among the models from which the project may learn is that of Sabana

Camaguey, where PA managers have supported the development of instruments to support the implementation of zoning and regulation. This would be accompanied by the development of capacities and mechanisms for monitoring productive sector impacts, thereby allowing PAs to be subjected to adaptive management that would in addition take into account the potential implications of climate change.

60. The project would establish pilots to explore and demonstrate options for the generation of income from sources such as sustainable tourism and commercial or tourist fisheries, taking into account the gender approach. The pilots would also include productive options such as sponge culture and clam farming, which have the potential to provide alternative sources of income and employment and thereby mitigate any possible social impacts arising from increased restrictions on fishing activities in protected areas. Experiences in Sabana Camaguey (with the support of GEF Project 363) have shown that alternatives such as sponge culture and clam farming can be economically and socially viable. The actions of the project in relation to production sectors would be complemented by those proposed under the projects 1-4 of the CPP on Sustainable Land Management, which include field-level actions covering a large proportion of the terrestrial area that constitutes a source of threats to the BD targeted by this project.

Project Indicators, Risks and Assumptions

61. The overall measure of project success would be the maintenance or improvement of the status of the biodiversity in the area, as measured by the abundance and size of fauna (biological indicators and commercial species) captured in sampling trawls. It would be essential also to monitor the social sustainability of the project's interventions, in terms of degree to which any possible social impacts of increased conservation are mitigated by alternatives.

62. The effectiveness of the project in increasing the coverage of PAs in the region (Outcome 1) would be measured by the numbers and areas of the PAs that are legally declared, have an administrative entity identified and have some form of human and logistical resources installed. These area figures would also be related to coverage of key ecosystems. In keeping with the project's principles of a fully region-wide approach and the integration of protected and productive landscapes, an additional measure to be used would be the areas of productive seascapes and landscapes subject to zoning and management according to BD principles, and the numbers of PAs and other management units whose management plans provide for links between protected and productive areas.

63. The management effectiveness of the units within the MPAS (Outcome 2) would be monitored through the UNDP Management Effectiveness Tracking Tool (METT). Baseline values for the METT are presented in SECTION IV PART X. In addition, the adequacy of the policy, legal and institutional framework for the management of the management of the regional system would be monitored using a rating system adapted from the draft UNDP Capacity Development Scorecard (see SECTION IV PART VI).

64. Increased financial sustainability of the PAs in the area would be monitored in terms of the balance sheets of individual PAs. The limited availability of data at present means that indicators and baseline and target values will be confirmed as part of the exercises of financial analysis and planning that will be carried out during the implementation phase of the project. Indicators may include average total budget received by PAs, the diversity of income sources and levels of financial execution of available funds.

Risk	Rating	Mitigation strategy
Conflicts between conservation interests and those of productive sector actors in relation to the to the declaration and	Med	The project would generate and disseminate quantitative information on the concrete economic returns achievable through the establishment and effective management of increased areas of PAs, as a result of their contributions to the viability of the tourism and fisheries sectors. In addition the project would support the definition of opportunities to mitigate and compensate any restrictions on productive sector activities that are required to meet conservation goals, for example through alternative

management of PAs		opportunities for the generation of employment and income.
Tourism levels increase so rapidly in the project area that ecological functioning of MPAs is impacted	Low	The project will undertake detailed assessments of the carrying capacities of the selected MPAs to sustain environmentally-friendly levels of tourism activities, which will help SNAP planners to allocate tourism development actions to MPAs (or to specific areas within MPAs) that can most effectively absorb increased visitation.
Tourism levels are negatively affected by global or regional economic downturns	Low/ Med	Diversification of tourism markets and products, diversification of PA income in order to avoid exclusive dependence on tourism income.
Reduced emphasis is placed on market-based mechanisms in relation to conservation	Med.	The profile of market-based mechanisms, including those that can support the funding of public goods such as PAs, has varied in the past few decades. However, the project will strive to demonstrate as clearly as possible to key decision-makers the potential of revenues from productive activities such as tourism to provide funding for activities that otherwise will likely never be funded, and to generate a positive feedback whereby improved PA functioning and attractions actually generate more overall tourism (one of Cuba's most important economic sectors) for the entire country
Climate change undermines BD values in MPAs	Med.	Climate change is likely to affect coastal and marine ecosystems over time. However, this project will integrate adaptive planning and management measures for potential climate change effects, and will increase the ability of MPAs to sustain ecosystem functions and biodiversity components by expanding the size of MPAs and increasing their connectivity with other protected landscapes.

Incremental reasoning and expected global, national and local benefits

65. The baseline (without project) situation is described in paragraph 43. Under the GEF alternative, existing PAs, in some cases with boundaries and categories modified to reflect biological and management needs better than the current ones, and complemented by new APs that fill in key gaps in ecosystem coverage and connectivity, would be integrated into a regional system of marine and coastal PAs that would allow biophysical and socioeconomic processes at a regional level to be taken into account. Marine and coastal PAs would also be linked with terrestrial PAs from which many of the threats that affect them originate, and with other management units that provide for sustained use and management of fisheries and other resources.

66. This project would take advantage of the enabling environment created at systemic (national) level for effective and coordinated PA management by the GEF project 'Strengthening the National System of Protected Areas (GEF ID 968). Of particular relevance in this regard are the following achievements of that project:

- Establishment of a National Information System for Protected Area Management (SIGAP)
- Development of a Methodology for the Evaluation of Protected Area Management Effectiveness.
- Promotion of a culture and concrete experiences of inter-institutional coordination
- Establishment of an inter-institutional National Coordinating Board for the NPAS, mirrored by similar bodies at provincial levels and Administration Boards for specific PAs
- Promotion of public awareness regarding the SNAP, of which the MPAS forms a part.
- Generation of strategies for the promotion of public use, which can be applied in the diverse PAs that make up the MPAS

67. The GEF incremental contribution to the achievement of this alternative situation would be in the form of:

- The application of principles of geographical, inter-sector and inter-institutional integration into the planning and establishment of the regional MPAS system in the Southern Archipelagos region, incorporating objective and scientifically valid considerations of conservation priorities, biological connectivity, population dynamics, ecosystem productivity, socioeconomic processes, livelihood support systems and the impacts of global climate change.

- Increased management effectiveness in the PAs and adjoining productive seascapes and landscapes in the region, due to improved human and institutional capacities, increased access to management tools and information, and improved inter-institutional cooperation and coordination.
- Increased compatibility between conservation and productive activities throughout the region, due to increased recognition and internalization of interdependences, increased realization of the potential for synergies, improved harmonization of the activities of conservation and productive sector institutions and strengthened capacities for developing and applying regulations.
- Increased financial sustainability of PAs due to increased capacities and access to mechanisms for income generation and increased capacities for administering effectively the funds that are available.

68. The project would lead to improved ecosystem function across the entire area of the Southern Archipelagos (59,400 km² in total consisting of 44,000 km² of marine zones, 9,375 km² of inland zones, 5,171 km² of coastal zones, and 504 km² of keys and islets). This would improve the conservation status of a number of globally rare species (see paragraph 2). More significantly, it would help to reverse processes of population decline of species of marine fauna throughout the Caribbean, for which the project area is a vital breeding and spawning ground. Between this project and the Sabana Camaguey project, all of Cuba's major fish spawning grounds would be subject to improved conservation and management.

69. The project would generate major benefits at the national and local levels by helping to ensure the sustainability of a large proportion of the country's fishery industry, which is of importance for national food supply and the generation of foreign exchange, as well as for the livelihoods of thousands of local fishermen. It would also help to ensure the sustainability and diversity of the country's tourism industry, which is of vital importance for the national economy and as a source of employment.

70. National and local benefits would also include increased ability to cope with and adapt to the effects of global climate change. Improved protection of mangroves, for example, would directly serve to mitigate the impacts of hurricanes, to which the area is particularly prone and which are expected to increase in frequency and intensity as a result of climate change. More generally, improved conservation of biodiversity and ecosystem health would increase the resilience of natural resources and associated livelihoods to changes in climatic conditions.

Cost-effectiveness

71. The cost-effectiveness of the project will be maximized as a result of a number of key decisions taken during the process of project design:

- *Wide geographical scope.* The project will cover both coastal and near-shore areas, such as mangroves, lagoons, beaches and sea grass beds (which are more directly affected by land-based threats), and areas which lie further offshore, such as the coral cays and reefs of the Southern Archipelago, due to the high degree of biological interrelation between them (see paragraph 4). An exclusive focus on either near-shore or further offshore areas would risk vital processes of reproduction, migration and feeding being disrupted.
- *Selectiveness in geographical extent.* At the same time, certain areas such as the Cienfuegos Bay have been deliberately excluded from direct inclusion by the project, given that the addressing the threats that affect them would add unworkable complexity to the project (Cienfuegos Bay is subject to heavy industrial pollution), while the problems that occur there are not of critical importance to the area as a whole (discharges from Cienfuegos Bay are subject to high levels of dispersion in marine waters). In keeping with the adaptive management approach that is to be applied, this decision is subject to review during the implementation phase.
- *Location of new areas contiguous to existing areas,* which means that the total costs of managing the system will increase at a rate that is less than proportional to the expansion in total area.

- *Combination of PAs and production landscapes/seascapes.* It would be prohibitively expensive to establish and effectively manage PAs over the entire project area, and this would also impose an unnecessary and impractical level of restriction of productive activities which are of vital importance for the local and national economies. Conversely, an exclusive dependence on mainstreaming biodiversity into productive landscapes/seascapes and sectors (a pure SO2 approach) would fail to provide particularly important and vulnerable sites such as spawning grounds with the level of protection that they require.
- *Focus on fisheries and tourism sectors.* The fisheries sector represents the principal source of past, current and future threats to the BD and fisheries resources of the area and therefore warrants specific attention. The tourism sector has as yet had limited impact on BD and in theory the planning and controls applied by the IPF, MINTUR and CITMA provide safeguards against negative environmental impacts. This sector is set to expand significantly in the future, however, and it is therefore necessary to take specific measures (see paragraph 56) to ensure that this expansion is subject to adequate regulation and monitoring. The BD and fisheries resources of the area are also subject to negative impacts from agriculture, river management practices and coastal urbanization; these impacts are less direct, however, and will be addressed through a combination of the provision of support by the project to territorial land use planning and by the CPP to the generation and application of sustainable land management practices.

Country Ownership : Country Eligibility and Country Driveness

72. The United Nations Development Assistance Framework (UNDAF) is the framework that guides the cooperation between the UN System and Cuba between 2008-2012; in addition, Cuba and the UNDP have approved a Country Programme Document (CPD) for the same period. Both programmatic documents include the “Energy and Environment” as one of their priority areas. The current Project is one of the key interventions planned under outcome 3 of the Country Program Action Plan: “Promoted strategies for conservation and the sustainable use of biodiversity”. Cuba’s Biodiversity Action Plan supports the strengthening of marine and coastal PAs, with the goal of increasing PA coverage by 2015 through the expansion of existing PAs and the creation of biological corridors. The SNAP Plan of 2003 – 2008 likewise calls for efforts to be made to strengthen MPA functions and capacities, to establish clearly defined regulations for their management and coordination, and to ensure that MPA coverage be expanded to represent at least 15% of the Cuban insular platform and at least 25% of coral reef ecosystems.

Sustainability

73. The project would ensure that its impacts had institutional stability by concentrating on strengthening and linking existing institutions and ensuring that their roles are supported by legislative provisions; financial sustainability by developing and supporting mechanisms for increasing financial contributions to PAs in the long term and capacities for improved use of the funds available; social sustainability by ensuring that modifications and/or restrictions on productive activities are compensated by the identification of alternative opportunities for income and employment generation; productive sustainability by ensuring that the use and management of resources does not exceed its capacity for regeneration, and that critical sites for resource regeneration are protected; and biological sustainability by adopting a region-wide approach that safeguards region-wide biological processes at the same time as ensuring the protection of specific sites of high conservation importance.

Replicability

74. The focus of the project on region-wide approaches to marine protected areas, integrating marine and terrestrial components as well as conservation and productive sectors, will be widely replicable worldwide in marine areas with similar levels of internal biological connectivity and where similar levels and types of productive opportunities and threats exist.

PART III. Management Arrangements

75. The Project will be executed under NIM modality, according to the standards and regulations for UNDP cooperation in Cuba. The Ministry for Foreign Trade and Investment (MINCEX), which is the counterpart of UNDP in Cuba, is the national public authority in charge of coordinating international cooperation in Cuba. The Ministry of Science, Technology and Environment (CITMA) will provide technical coordination for the project. Execution of the project will be subject to oversight by a Steering Committee and an Executive Secretariat, detailed below. Day to day execution will be carried out under the supervision of a Project Director and corresponding administrative staff.

76. Implementation will be carried out according to the general guidance of a Project Steering Committee (PSC), specifically formed for this purpose, which will be responsible for approving the operational plans and annual reports of the project. Co-chaired by one representative of CITMA, MINCEX and UNDP, the PSC will meet at least two times per year and will be composed of MINAG, MINAL, MINTUR, and MININT. The PSC will be in charge of the supervision of the project, providing strategic guidance for its implementation, ensuring that this proceeds in accordance with a coordinated framework of Government policies and providing Government decision makers access to high levels. The PSC could invite the principal co-financing sources to participate in the meetings.

77. The Executive Secretariat (ES) will provide backup to the PSC and will meet four times per year in order to supervise the advances of the project in general terms, review periodic progress reports, monitor impacts and plans received from the Project Management Unit and review them prior to their presentation to the PSC for approval. The ES will also be responsible for controlling and monitoring the financial and administrative performance of the project. The ES will have the prerogative of inviting temporary members from other institutions and national NGOs, with the aim of seeking support in regard to specific issues that may arise. Permanent members of the ES will be representatives of the direction of CNAP, ONIP, the Environment and Fishery Regulation Directorate of the MINAL, the Development Directorate of MINTUR, SEF, CGB, ENPFF, AMA, MINCEX, UNDP and the Directorates of International Cooperation and of Environment of CITMA. CNAP will chair the ES and will report directly to the PSC.

78. The CNAP will designate the Executive Project Director (EPD). In addition to chairing the ES, responsibilities of this post would include ensuring that the project is carried out according to the approaches, timeframes and priorities established in the 5-year plan of the SNAP and that the lessons learnt in the course of the project are incorporated into the reviews and annual plans of the SNAP. The EPD will be the signing authority of requests to UNDP for disbursements of project funds.

79. In the CNAP a Project Management Unit (PMU) will be established, to carry out the general administrative and technical actions of the project, such as the preparation of annual work plans and technical and financial reports, and the monitoring of project implementation at operational level, with the aim of ensuring that the advances in relation to the goals and key milestones of the project are achieved as foreseen. The PMU will report directly to the EPD and will be composed of a technical coordinator and a financial administrator with four specialist coordinators. The PMU will also include a project coordinator for each of the regions to be included in the project and for the most important institutional partners; these will be designated by the EPD, to whom they will report directly. A Technical Advisory Committee will be formed to back up the work of the ES and the PMU, as required.

80. In addition to the specific positions underlined above, a series of sub-contracts will be necessary in order to ensure the technical capacity of the project coordination team. Additional institutions, firms and specialized entities will carry out a set of project activities that are currently outside of the capacities of the institutions that make up the SNAP. These contracts will be entered into in accordance with the guidelines of UNDP and terms of reference defined by the EPD and the team, during the first month of the implementation phase or annually, in accordance with the project's work plan. The contracts would cover different aspects of the creation and implementation of new marine protected areas and the development of their management plans, as well as the creation of new Zones Under Integrated Coastal Management Regimes (ZBRMICs), and the implementation of priority activities defined in the

management plans, in cases where the required technical capacities are not available within the framework of the SNAP.

PART IV. Monitoring and Evaluation Plan and Budget

MONITORING AND EVALUATION PROCEDURES

81. Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures and will be provided by the project team and the UNDP Country Office (UNDP-CO) with support from UNDP/GEF. The Logical Framework Matrix in Section II provides *performance* and *impact* indicators for project implementation along with their corresponding *means of verification*. These will form the basis on which the project's Monitoring and Evaluation system will be built.

82. The following sections outline the principle components of the Monitoring and Evaluation Plan and indicative cost estimates related to M&E activities. The project's *Monitoring and Evaluation Plan* will be finalized and presented in the *Project's Inception Report* following a collective fine-tuning of indicators, means of verification, and the full definition of project staff M&E responsibilities.

1. MONITORING AND REPORTING

1.1. Project Inception Phase

83. A Project Inception Workshop (IW) will be conducted with the full project team, relevant government counterparts, co-financing partners, the UNDP-CO and representation from the UNDP-GEF Regional Coordinating Unit, as well as UNDP-GEF (HQs) as appropriate.

84. A fundamental objective of the *Inception Workshop* will be to assist the project team to understand and take ownership of the project's goals and objectives, as well as finalize preparation of the project's first *Annual Work Plan* (AWP) on the basis of the project's logframe matrix. This will include reviewing the logframe (indicators, means of verification, assumptions), imparting additional detail as needed, and on the basis of this exercise finalize the *Annual Work Plan* with precise and measurable performance indicators, in a manner fully consistent with expected project outcomes and established mid-term and end of the project indicator targets, as depicted in the logframe.

85. Additionally, the purpose and objective of the Inception Workshop will be to: (i) introduce project staff with the UNDP-GEF *expanded team* which will support the project during its implementation, namely the CO and responsible Regional Coordinating Unit (RCU) staff; (ii) detail the roles, support services and complementary responsibilities of UNDP-CO and RCU staff vis à vis the project team; (iii) provide a detailed overview of UNDP-GEF reporting and monitoring and evaluation (M&E) requirements, with particular emphasis on the Annual Project Implementation Reviews (PIRs) and related documentation, the Annual Project Report (APR), Tripartite Review Meetings, as well as mid-term and final evaluations. Equally, the IW will provide an opportunity to inform the project team on UNDP project related budgetary planning, budget reviews, and mandatory budget rephasings.

86. The IW will also provide an opportunity for all parties to understand their roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and project-based conflict resolution mechanisms. The Terms of Reference for project staff and decision-making structures will be discussed again, as needed, in order to clarify for all, each party's responsibilities and expected deliverables during the project's implementation phase.

1.2. Monitoring responsibilities and events

87. A detailed schedule of project reviews meetings will be developed by the project management, in consultation with project implementation partners and stakeholder representatives and incorporated in the *Project Inception Report*. Such a schedule will include: (i) tentative time frames for Tripartite Reviews

(MINCEX, CITMA, UNDP), Steering Committee Meetings, (or relevant advisory and/or coordination mechanisms) and (ii) project related Monitoring and Evaluation activities.

88. *Day to day monitoring of implementation progress* will be the responsibility of the Project Coordinator, Director or CTA (depending on the established project structure) based on the project's Annual Work Plan and its indicators. The Project Team will inform the UNDP-CO through MINCEX of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

89. The Project *Coordinator* will fine-tune the progress and performance/impact indicators of the project in consultation with the full project team at the Inception Workshop with support from UNDP-CO and assisted by the UNDP-GEF Regional Coordinating Unit. Specific targets for implementation progress indicators in year one, together with their means of verification, will be developed at this Workshop. These will be used to assess whether implementation is proceeding at the intended pace and in the right direction and will form part of the Annual Work Plan. The local implementing agencies will also take part in the Inception Workshop in which a common vision of overall project goals will be established. Targets and indicators for subsequent years are to be defined annually as part of the internal evaluation and planning processes undertaken by the project team.

90. Measurement of impact indicators related to global benefits will occur according to the schedules defined in the Inception Workshop and tentatively outlined in the indicative *Impact Measurement Template* at the end of this Annex. The measurement, of these will be undertaken through subcontracts or retainers with relevant institutions or individual specialized expertise (e.g. vegetation cover via analysis of satellite imagery, or populations of key species through inventories) or through specific studies that are to form part of the projects activities.

91. *Periodic monitoring of implementation progress* will be undertaken by the UNDP-CO through quarterly meetings with the project proponent, or more frequently as deemed necessary. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities.

92. UNDP Country Office, and the UNDP-GEF RCU as appropriate, will conduct yearly visits to projects that have field sites, or more often based on an agreed upon scheduled to be detailed in the project's Inception Report/Annual Work Plan to assess first hand project progress. Any other member of the Steering Committee (SC) can also accompany, as decided by the SC. A Field Visit Report will be prepared by the CO and circulated no less than one month after the visit to the project team, all SC members, and UNDP-GEF.

93. *Annual Monitoring* will occur through the *Tripartite Review (TPR)*. This is the highest policy-level meeting of the parties directly involved in the implementation of a project. The project will be subject to Tripartite Review (TPR) at least once every year. The first such meeting will be held within the first twelve months of the start of full implementation. The project Director will prepare an Annual Project Report (APR) and submit it to UNDP-CO and the UNDP-GEF regional office at least two weeks prior to the TPR for review and comments.

94. The APR will be used as one of the basic documents for discussions in the TPR meeting. The project Director will present the APR to the TPR, highlighting policy issues and recommendations for the decision of the TPR participants. The project Director also informs the participants of any agreement reached by stakeholders during the APR preparation on how to resolve operational issues. Separate reviews of each project component may also be conducted if necessary.

Terminal Tripartite Review (TTR)

95. The terminal tripartite review is held in the last month of project operations. The project Director is responsible for preparing the Terminal Report and submitting it to UNDP-CO and LAC-GEF's Regional Coordinating Unit (RCU). It shall be prepared in draft at least two months in advance of the TTR in order to allow review, and will serve as the basis for discussions in the TTR. The terminal tripartite review

considers the implementation of the project as a whole, paying particular attention to whether the project has achieved its stated objectives and contributed to the broader environmental objective. It decides whether any actions are still necessary, particularly in relation to sustainability of project results, and acts as a vehicle through which lessons learnt can be captured to feed into other projects under implementation of formulation.

96. The TPR has the authority to suspend disbursement if project performance benchmarks are not met. Benchmarks will be developed at the Inception Workshop, based on delivery rates, and qualitative assessments of achievements of outputs.

1.3. Project Monitoring Reporting

97. The Project Coordinator in conjunction with the UNDP-GEF extended team will be responsible for the preparation and submission of the following reports that form part of the monitoring process. Items (a) through (f) are mandatory and strictly related to monitoring, while (g) through (h) have a broader function and the frequency and nature is project specific to be defined throughout implementation.

(a) Inception Report (IR)

98. An IR will be prepared immediately by the project team following the Inception Workshop. It will include a detailed First Year/Annual Work Plan (AWP) divided in quarterly time-frames detailing the activities and progress indicators that will guide implementation during the first year of the project. This AWP would include the dates of specific field visits, support missions from the UNDP-CO or the Regional Coordinating Unit (RCU) or consultants, as well as time-frames for meetings of the project's decision making structures. The IR will also include the detailed project budget for the first full year of implementation, prepared on the basis of the AWP and including any monitoring and evaluation requirements to effectively measure project performance during the targeted 12 months time-frame.

99. The IR will include a more detailed narrative on the institutional roles, responsibilities, coordinating actions and feedback mechanisms of project related partners, in complement to those stated in the Project Document, as needed. In addition, a section will be included on progress to date on project establishment and start-up activities and an update of any changed external conditions that may effect project implementation. When finalized, the IR will be circulated to project partners who will be given a period of one calendar month in which to respond with comments or queries. Prior to this circulation of the IR, the UNDP Country Office and UNDP-GEF's Regional Coordinating Unit will review the document.

(b) Annual Project Report (APR)

100. The APR is a UNDP requirement and part of UNDP's Country Office central oversight, monitoring and project management. It is a self -assessment report by project management to the CO and provides input to the country office reporting process and the ROAR, as well as forming a key input to the TPR. An APR will be prepared on an annual basis by the project team prior to the TPR, to reflect progress achieved in meeting the project's AWP and assess performance of the project in contributing to intended outcomes through outputs and partnership work. The format of the APR is flexible but will include the following:

- An analysis of project performance over the reporting period, including outputs produced and, where possible, information on the status of the outcome
- The constraints experienced in the progress towards results and the reasons for these.
- The three (at most) major constraints to achievement of results.
- AWP, CAE and other expenditure reports (ERP generated).
- Lessons learned.
- Clear recommendations for future orientation in addressing key problems in lack of progress.

(c) Project Implementation Review (PIR)

101. The PIR is an annual monitoring process mandated by the GEF. It has become an essential management and monitoring tool for project managers and offers the main vehicle for extracting lessons

from ongoing projects. Once the project has been under implementation for a year, a Project Implementation Report must be completed by the project team. The PIR can be prepared any time during the year (July-June) and ideally prior to the TPR. The PIR should then be discussed in the TPR so that the result would be a PIR that has been agreed upon by the project, the executing agency, UNDP CO and the concerned RCU staff member.

102. The individual PIRs are collected, reviewed and analysed by the RCU prior to sending them to the focal area clusters at the UNDP/GEF headquarters. The focal area clusters supported by the UNDP/GEF M&E Unit analyse the PIRs by focal area, theme and region for common issues/results and lessons. The TAs and PTAs play a key role in this consolidating analysis.

103. The focal area PIRs are then discussed in the GEF Interagency Focal Area Task Forces in or around November each year and consolidated reports by focal area are collated by the GEF Independent M&E Unit based on the Task Force findings.

104. The GEF M&E Unit provides the scope and content of the PIR. In light of the similarities of both APR and PIR, UNDP/GEF has prepared a harmonized format for reference, to avoid duplication of efforts.

(d) Quarterly Progress Reports

105. Short reports (100 words) outlining main updates in project progress will be provided quarterly to the local UNDP Country Office and the UNDP-GEF regional office by the project team. See format attached.

(e) Periodic Thematic Reports

106. As and when called for by the Implementing Partner, UNDP or UNDP-GEF, the project team will prepare Specific Thematic Reports, focusing on specific issues or areas of activity. The request for a Thematic Report will be provided to the project team in written form by UNDP and will clearly state the issue or activities that need to be reported on. These reports can be used as a form of lessons learnt exercise, specific oversight in key areas, or as troubleshooting exercises to evaluate and overcome obstacles and difficulties encountered.

(f) Project Terminal Report

107. During the last three months of the project the project team will prepare the Project Terminal Report. This comprehensive report will summarize all activities, achievements and outputs of the Project, lessons learnt, objectives met, or not achieved, structures and systems implemented, etc. and will be the definitive statement of the Project's activities during its lifetime. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the Project's activities.

(g) Technical Reports (project specific- optional)

108. Technical Reports are detailed documents covering specific areas of analysis or scientific specializations within the overall project. As part of the Inception Report, the project team will prepare a draft Reports List, detailing the technical reports that are expected to be prepared on key areas of activity during the course of the Project, and tentative due dates. Where necessary this Reports List will be revised and updated, and included in subsequent APRs. Technical Reports may also be prepared by external consultants and should be comprehensive, specialized analyses of clearly defined areas of research within the framework of the project and its sites. These technical reports will represent, as appropriate, the project's substantive contribution to specific areas, and will be used in efforts to disseminate relevant information and best practices at local, national and international levels.

(h) Project Publications (project specific- optional)

109. Project Publications will form a key method of crystallizing and disseminating the results and achievements of the Project. These publications may be scientific or informational texts on the activities and achievements of the Project, in the form of journal articles, multimedia publications, etc. These publications can be based on Technical Reports, depending upon the relevance, scientific worth, etc. of

these Reports, or may be summaries or compilations of a series of Technical Reports and other research. The project team will determine if any of the Technical Reports merit formal publication, and will also (in consultation with UNDP, the government and other relevant stakeholder groups) plan and produce these Publications in a consistent and recognizable format. Project resources will need to be defined and allocated for these activities as appropriate and in a manner commensurate with the project's budget.

2. INDEPENDENT EVALUATION

110. The project will be subjected to at least two independent external evaluations as follows:-

(i) Mid-term Evaluation

111. An independent Mid-Term Evaluation will be undertaken at the end of the third year of implementation. The Mid-Term Evaluation will determine progress being made towards the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organization, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document. The Terms of Reference for this Mid-term evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF and the established standards reflected in UNDP-GEF's Programming Manual.

(j) Final Evaluation

112. An independent Final Evaluation will take place three months prior to the terminal tripartite review meeting, and will focus on the same issues as the mid-term evaluation. The final evaluation will also look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. The Final Evaluation should also provide recommendations for follow-up activities. The Terms of Reference for this evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF.

Audit Clause

113. The contribution and activities financed in this project shall be subject exclusively to internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

3. LEARNING AND KNOWLEDGE SHARING

114. Results from the project will be disseminated within and beyond the project intervention zone through a number of existing information sharing networks and forums. In addition:

- ◆ The project will participate, as relevant and appropriate, in UNDP/GEF sponsored networks, organized for Senior Personnel working on projects that share common characteristics. UNDP/GEF shall establish a number of networks, such as Integrated Ecosystem Management, eco-tourism, co-management, etc, that will largely function on the basis of an electronic platform.
- ◆ The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation though lessons learned.

115. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. Identify and analyzing lessons learned is an on-going process, and the need to communicate such lessons as one of the project's central contributions is a requirement to be delivered not less frequently than once every 12 months. UNDP/GEF shall provide a

format and assist the project team in categorizing, documenting and reporting on lessons learned. To this end a percentage of project resources will need to be allocated for these activities.

Table 1. Indicative Monitoring and Evaluation Work Plan and Corresponding Budget

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team Staff time</i>	Time frame
Inception Workshop <i>(There will be a series of inception workshops in the different municipalities and duly tailored to the different stakeholder groups)</i>	<ul style="list-style-type: none"> ▪ Project Coordinator ▪ UNDP CO ▪ UNDP GEF 	\$10,300	Within first two months of project start up
Inception Report	<ul style="list-style-type: none"> ▪ Project Team ▪ UNDP CO 	None	Immediately following IW
Measurement of Means of Verification for Project Purpose Indicators	<ul style="list-style-type: none"> ▪ Project Coordinator will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members 	To be determined in Inception Phase and Workshop. Total indicative cost \$39,500	Start, mid and end of project
Measurement of Means of Verification for Project Progress and Performance (measured on an annual basis)	<ul style="list-style-type: none"> ▪ Oversight by Project Coordinator - CO and RCU ▪ Measurements project team staff, or when so warranted specialized expertise/institutions 	To be determined as part of the Annual Work Plan's preparation. Indicative cost \$65,000	Annually prior to APR/PIR and to the definition of annual work plans
APR and PIR	<ul style="list-style-type: none"> ▪ Project Team ▪ UNDP-CO ▪ UNDP-GEF (RCU/HQ) 	None	Annually
TPR and TPR report	<ul style="list-style-type: none"> ▪ Government Counterparts ▪ UNDP CO ▪ Project team ▪ UNDP-GEF Regional Coordinating Unit 	None	Every year, upon receipt of APR
Steering Committee Meetings	<ul style="list-style-type: none"> ▪ Project Coordinator ▪ UNDP CO 	None	Following Project IW and subsequently at least once a year
Periodic status reports	<ul style="list-style-type: none"> ▪ Project team 	\$3,750	To be determined by Project team and UNDP CO
Technical reports	<ul style="list-style-type: none"> ▪ Project team ▪ Hired consultants as needed 	\$2,500	To be determined by Project Team and UNDP-CO
Mid-term External Evaluation	<ul style="list-style-type: none"> ▪ Project team ▪ UNDP- CO ▪ UNDP-GEF Regional Coordinating Unit ▪ External Consultants (i.e. evaluation team) 	\$49,750	At the mid-point of project implementation.
Final External Evaluation	<ul style="list-style-type: none"> ▪ Project team, ▪ UNDP-CO ▪ UNDP-GEF Regional Coordinating Unit ▪ External Consultants (i.e. evaluation team) 	\$62,850	At the end of project implementation

Terminal Report	<ul style="list-style-type: none"> ▪ Project team ▪ UNDP-CO ▪ External Consultant 	None	At least one month before the end of the project
Lessons learned	<ul style="list-style-type: none"> ▪ Project team ▪ UNDP-GEF Regional Coordinating Unit ▪ Specialized partners/institutions 	\$30,500	Yearly
Audit	<ul style="list-style-type: none"> ▪ UNDP-CO ▪ Project team 	\$18,750	Yearly
Visits to field sites (UNDP staff travel costs to be charged to IA fees)	<ul style="list-style-type: none"> ▪ UNDP Country Office ▪ UNDP-GEF Regional Coordinating Unit (as appropriate) ▪ Government representatives 	\$55,000 (average one visit per year)	Yearly
TOTAL INDICATIVE COST Excluding project team staff time and UNDP staff and travel expenses		US\$ 337,900	

Table 2. Impact Measurement Template

Key Impact Indicator	Target (Year 5)	Means of Verification	Sampling frequency	Location		
Mangrove cover	Cover remains stable	Aerial photographs and satellite imagery	Mid term and end	Throughout project area		
Cover of live coral, by site	Cover remains stable	Line transects	Mid term and end	Colorados, Guanahacabibes, San Felipe, Sur de la IJ, Canarreos, Bahía de Cochinos, Cazonos, Jardines de la Reina, Guacanayabo		
Total biomass of fish and carnivores, by site	Biomass remains stable	Band transects	Mid term and end			
Proportions of the priority ecosystems in the project area, that are included within protected areas or management units (which have legal declaration or have been approved by the National Protected Areas Coordinating Board, and are covered by human and logistical resources)		%	ha	Review of protected areas archives, field visits, analysis of satellite imagery and maps	Mid term and end	Throughout project area
	Coral reefs					
	PAs	20.13	33,213			
	ZBRMIC	47.56	78,464			
	ZBREUP	Tbd at startup				
	Seagrass beds					
	PAs	19.49	399,643			
	ZBRMIC	35.66	731,402			
	ZBREUP	Tbd at startup				
	Mangroves					
PAs	74.40	294,309				
ZBRMIC	73.35	291,751				
ZBREUP	Tbd at startup					

PART V: Legal Context

116. This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of Cuba and the United Nations Development Programme, signed by the parties on May 17, 1975. The host country implementing agency shall, for the

purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement.

Los Objetivos y Resultados previstos en el proyecto están en correspondencia con el Plan de Acción del Programa País. Ver Capítulo II. Estrategia / II. b y II. c Vínculo con la estrategia del PNUD.

117. The UNDP Resident Representative in Cuba is authorized to effect in writing the following types of revision to this Project Document, provided that he/she has verified the agreement thereto by the UNDP-GEF Unit and is assured that the other signatories to the Project Document have no objection to the proposed changes:

- a) Revision of, or addition to, any of the annexes to the Project Document;
- b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
- c) Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and
- d) Inclusion of additional annexes and attachments only as set out here in this Project Document

SECTION II. STRATEGIC RESULTS FRAMEWORK (SRF) AND GEF INCREMENT

Vertical Logic	Indicators	Baseline value		Targets		Sources of verification	Risks and assumptions
Goal: Conservation of marine and coastal biodiversity in Cuba							
Objective: Globally significant marine biodiversity conserved and sustainably used through an extended, strengthened and integrated network of coastal and marine protected areas in the Southern Archipelagos region	Maintenance of extent of mangroves	395,602 ha		395,602 ha		Aerial photographs and satellite imagery	Disease, climate change or extreme climatic events affect populations and incomes. Tourism levels increase at a rate the exceeds the capacity of institutions and ecosystems to mitigate and absorb impacts Economic crises provoke excessive increases in commercial and/or illegal fishing
	Maintenance of cover of live coral, by site	Sitios	%	Sitios	%	Line transects	
		Colorados	16	Colorados	16		
		Guanahacabibes	20	Guanahacabibes	20		
		San Felipe	20	San Felipe	20		
		Sur de la IJ	16	Sur de la IJ	16		
		Canarreos	16	Canarreos	16		
		Bahía de Cochinos	30	Bahía de Cochinos	30		
		Cazones	24	Cazones	24		
		Jardines	15	Jardines	15		
	Guacanayabo	21	Guacanayabo	21			
	Maintenance of total biomass of fish and carnivores, by site (total/carnivores)	Sitios	g/m²	Sitios	g/m²	Band transect	
		Colorados	35/9	Colorados	35/9		
		Guanahacabibes	40/8	Guanahacabibes	40/8		
		San Felipe	190/47	San Felipe	190/47		
Sur de la IJ		90/20	Sur de la IJ	90/20			
Canarreos		77/18	Canarreos	77/18			
Bahía de Cochinos		63/16	Bahía de Cochinos	63/16			
Cazones		75/23	Cazones	75/23			
Jardines		120/32	Jardines	120/32			
Guacanayabo	81/22	Guacanayabo	81/22				
Proportion of people whose productive activities are affected by modification of the PA estate, who are fully compensated by alternative activities.	None, as no additional restrictions have yet been placed on the fisheries sector		To be determined during the first year of the project		Questionnaires applied to fisheries cooperatives		

Outcome 1. Increased coverage of priority ecosystems by MPAs and associated management units within the productive landscape and seascape, including related terrestrial areas	Proportions of the priority ecosystems in the project area, that are included within protected areas or management units (which have legal declaration or have been approved by the National Protected Areas Coordinating Board, and are covered by human and logistical resources)	Coral reefs:					Review of protected areas archives, field visits, analysis of satellite imagery and maps	Tourism levels increase so rapidly in the southern archipelagos that they threaten ecological functioning in MPAs Extreme economic crises lead to reorientation of national priorities, reducing priority accorded to BD conservation in PAs, ZMRMICs and ZBREUPs	
		Baseline			Year 5				
			%	ha		%			ha
		PAs	12.23	20,180	PAs	20.13			33,213
		ZBRMIC	0	0	ZBRMIC	47.56			78,464
		ZBREUP	15.33	25,292	ZBREUP	Tbd at startup			
		Sea grass beds:							
		Baseline			Year 5				
		PAs	10.96	224,713	PAs	19.49			399,643
		ZBRMIC	0	0	ZBRMIC	35.66			731,402
		ZBREUP	13.78	282,583	ZBREUP	Tbd at startup			
		Mangroves:							
		Baseline			Year 5				
PAs	66.27	262,159	PAs	74.40	294,309				
ZBRMIC	0	0	ZBRMIC	73.35	291,751				
ZBREUP	10.36	40,996	ZBREUP	Tbd at startup					
Coverage of protected areas (by category) that have been legally approved or have been approved by the National Parks Coordinating Board, and with corresponding regulations	Baseline			Year 5					
	NP	784,695		NP	784,695				
	RE	42,235		RE	114,967				
	END	14,912		END	72,775				
	RF	105,176		RF	256,948				
	RFM	5,249		RFM	5,249				
	APRM	733,189		APRM	841,349				
	Total	1,685,455 (28.43% of total project area)		Total	2,075,984 (35% of total project area)				
Proportion of area of PAs that is included in ZBRMIC	0ha		1,415,630 ha of PAs (68%) are included in ZBRMIC, of the total surface of PAs in the project (2,075,985 ha)			Review of declarations of ZBRMIC			
Total coverage of declared management units (APs, ZBREUP and ZBRMIC). outside of PAs. by category	ZBREUP: 710,603 ha (11,9% of total project area) ZBRMIC: 0ha (0% of total project area)		ZBREUP area to be determined in the first year of the project. ZBRMIC: 2,788,740 ha (47% of total project area)			Review of declarations of ZBRMIC			
Output 1.1: Confirmed and updated data on priority ecosystems for inclusion in new/expanded MPAs. ZBREUPs and ZBRMICs									

Output 1.2: Zoning plans at regional and sub-regional levels. providing for the location of different categories of PAs and other management units in accordance with considerations of ecosystem protection. biological connectivity and sustainable development.					
Output 1.3: Legal proposals for the declaration of additions. expansions or modifications of protected areas and productive landscapes subject to special management					
Outcome 2. MPAs in the project area are subject to effective management within the framework of a regional protected area subsystem	Management effectiveness rating of PAs, measured through the UNDP Management Effectiveness Tracking Tool (METT).	Average METT score of PAs in the Project area is 37.8 (see Project Document SECTION IV, PART IX, Section Two)	By the end of year 5, the average METT score of PAs in the Project area is 54.78 (see Project Document SECTION IV, PART IX, Section Two)	Meetings of PA specialists and managers with knowledge of PAs in question. Management Effectiveness Tracking Tool (METT) report.	Extreme economic crises lead to reorientation of national priorities, reducing priority accorded to BD conservation in PAs, ZMRMICs and ZBREUPs
	Adequacy of legal, policy and institutional framework for the MPAS sub-system covered by the project, measured according to the UNDP Capacity Development Scorecard for PA systems	Total Capacity Development Scorecard rating of 59 (see Project Document SECTION IV PART VI)	Total Capacity Development Scorecard rating of 88 (see Project Document SECTION IV PART VI)	Meetings of PA specialists and managers with knowledge of PAs in question. UNDP Capacity Development Scorecard for PA systems report	
	Coverage of protected areas whose management plans refer to the regional PA sub-system and provide for synergies with other management units (ZBREUP and ZBRMIC)	0ha (0% of total PA estate in the sub-system)	By end of year 5, at least 1,415,630 ha of PAs (68% of total PA estate in the sub-system) have management plans that refer to the regional PA sub-system and provide for synergies with other management units (ZBREUP and ZBRMIC)	Review of PA management plans	
Output 2.1: Formalized agreements between institutions (CNAP. ENFF. MINTUR. MINAL. provincial and municipal governments) providing for harmonization and joint planning of activities and investments in relation to resource conservation in PAs and sustainable use areas					
Output 2.2: Strengthened regional PA coordination structures (Provincial Coordinating Bodies) able to support planning and enforcement & monitoring. including climate change adaptation measures and buffer zone management					
Output 2.3: A Strategic Management Plan covering the sub-system (including MPAs. ZBRMICs and ZBREUPs) in Cuba's Southern Archipelagos (sub-plan of existing SNAP). incorporating regional considerations of ecosystem protection. biological connectivity and sustainable development and provisions for response to trends in social. economic and climatic conditions					

Output 2.4: Comprehensive management plans created/revised and implemented for individual MPAs and ZBRMICs. incorporating regional considerations of ecosystem protection. biological connectivity and sustainable development					
Output 2.5: Formal agreements with Ministry of Fisheries for management of ZBREUP within or adjacent to MPAs					
Output 2.6: Implementation of performance based reporting and monitoring for MPA management. including systematic use of multi-PA performance monitoring tools					
Output 2.7: Training and establishment of systems for ecological assessments and monitoring of MPAs. and for adaptive management to take account of climate change effects					
Output 2.8: Training programs for MPA personnel in regional planning & coordination. information exchange. outreach. negotiations. partnership-building. and conflict resolution					
Outcome 3. Business planning and partnerships with productive sectors increase MPA revenues and cost efficiencies	Total annual income for a representative sample of 12 protected areas () .	MN6,845,283 (non-convertible pesos) and CUC103,170 (convertible pesos), subject to confirmation at project start	Target values (which will be higher than the baseline value) to be determined on the basis of financial analyses and models to be carried out during year 1	Review of financial documentation of PAs.	Downturns in global economic situation, regional political situation and climate change
Output 3.1: A regional sustainable tourism development strategy					
Output 3.2: Mechanisms for estimating tourism capacities and monitoring impacts					
Output 3.3: Information on economic implications (e.g. costs and benefits) of conservation to guide financial planning and policy formulation					
Output 3.4: Regional and sub-regional financial sustainability plans for the MPAS sub-system and for individual MPAs and ZBRMIC.					
Output 3.5: Mechanisms and agreements for channeling tourism revenues to PA management					
Output 3.6: Training programs for MPA personnel and other MPA stakeholders in supporting and monitoring productive activities related to MPA management					
Output 3.7: Training programs. manuals and procedures for MPA personnel in financial / business planning and financial management					
Output 3.8: Pilots/demonstrations of generation of revenue for PAs and reducing impacts on PAs through sustainable productive activities (e.g. tourism and fisheries). with associated plans. management instruments and infrastructure developed in collaboration between MPAs. local communities. and tourism authorities/operators					
Outcome 4: Monitoring. learning. adaptive feedback & evaluation	Numbers of annual work plans and budgets and PIRs which adequately take into account the results of monitoring and evaluation	0	5 AWPBs 5 PIRs	Review of AWPBs and PIRs	
	Numbers of documents on lessons learnt produced and disseminated within the GEF system	0	2 of the end year 3	Review of documents	
Output 4.1: System for monitoring and evaluation of project indicators					

SECTION III. TOTAL BUDGET AND WORKPLAN

Award ID:	00056926
Award Title:	PIMS 3973 BD FSP Cuba Application of a regional approach to the management of marine and coastal protected areas in Cuba's Southern Archipelagos
Business Unit:	CUB10
Project ID:	00070074
Project Title:	PIMS 3973 BD FSP Cuba Application of a regional approach to the management of marine and coastal protected areas in Cuba's Southern Archipelagos
Implementing Partner (Executing Agency)	National Center for Protected areas (CNAP)

GEF Outcome/Atlas Activity	Responsible party	Source of funds	Atlas Budgetary Account Code	ERP/ATLAS Budget Description/ Input	Year 1	Year 2	Year 3	Year 4	Year 5	Total
					US\$	US\$	US\$	US\$	US\$	US\$
1. Increased coverage of priority ecosystems by MPAs and associated management units within the productive landscape and seascape, including related terrestrial areas	CNAP	GEF	1. International Consultants	71200	11,250	-	11,250	-	-	22,500
			2. Travel	71600	13,200	13,200	11,200	9,200	9,200	56,000
			3. Contractual Services-Companies	72100	80,000	-	-	-	-	80,000
			4. Materials and Goods	72300	90,000	60,000	36,000	17,000	17,000	220,000
			5. Communication and Audiovisual Equipment	72400	15,000	10,000	-	-	-	25,000
			6. Supplies	72500	13,000	12,000	11,000	7,000	7,000	50,000
			7. Information Technology Equipmt	72800	8,000	8,000	4,000	-	-	20,000
			8. Rental & Maintenance-Premises	73100	6,620	6,620	6,620	6,620	6,620	33,100
			9. Rental & Maint of Info Tech Eq	73300	4,000	4,000	2,000	-	-	10,000
			10. Rental & Maint of Other Equip	73400	65,000	65,000	65,000	35,000	31,973	261,973
			11. Audio Visual&Print Prod Costs	74200	-	-	25,000	12,600	7,000	44,600
			12. Miscellaneous Expenses	74500	4,254	4,254	4,254	4,254	4,254	21,270
Total					310,324	183,074	176,324	91,674	83,047	844,443

2. MPAs in the project area are subject to effective management within the framework of a regional protected area subsystem	CNAP	GEF	13. International Consultants	71200	10,500	-	10,500	-	10,500	31,500
			14. Travel	71600	42,700	39,700	19,200	18,200	18,200	138,000
			15. Contractual Services-Companies	72100	200,000	100,000	100,000	-	-	400,000
			16. Equipment and Furniture	72200	489,000	329,246	252,250	8,531	-	1,079,027
			17. Materials and Goods	72300	85,450	80,100	33,900	23,100	23,100	245,650
			18. Communication and Audiovisual Equipment	72400	54,000	37,000	16,000	-	-	107,000
			19. Supplies	72500	14,100	11,100	12,600	11,600	10,600	60,000
			20. Information Technology Equipmt	72800	20,000	14,000	8,000	-	-	42,000
			21. Rental & Maintenance-Premises	73100	17,890	13,340	12,640	12,040	12,040	67,950
			22. Rental & Maint of Info Tech Eq	73300	3,000	3,000	3,000	3,000	3,000	15,000
			23. Rental & Maint of Other Equip	73400	32,314	29,315	30,315	29,315	28,315	149,574
			24. Audio Visual&Print Prod Costs	74200	11,600	27,600	11,600	36,100	30,100	117,000
			25. Miscellaneous Expenses	74500	46,446	46,446	46,446	46,446	46,446	232,230
			Total				1,027,000	730,847	556,451	188,332
3. Business planning and partnerships with productive sectors increase MPA revenues and cost efficiencies	CNAP	GEF	26. International Consultants	71200	9,000	-	9,000	-	4,500	22,500
			27. Travel	71600	18,011	44,488	56,022	7,772	3,259	129,552
			28. Contractual Services-Companies	72100	6,700	11,400	14,800	3,000	13,300	49,200
			29. Equipment and Furniture	72200	26,100	51,867	59,033	38,933	29,667	205,600
			30. Materials and Goods	72300	38,167	90,235	87,235	40,943	12,030	268,610
			31. Communication and Audiovisual Equipment	72400	20,000	51,267	62,033	41,533	20,767	195,600
			32. Supplies	72500	17,299	31,205	28,722	19,755	10,079	107,060
			33. Information Technology Equipmt	72800	47,450	83,733	29,117	7,917	3,983	172,200

			34. Rental & Maintenance-Premises	73100	15,493	26,191	21,014	14,524	7,558	84,780
			35. Rental & Maint of Info Tech Eq	73300	2,000	4,000	4,000	2,000	-	12,000
			36. Rental & Maint of Other Equip	73400	16,592	40,170	39,778	30,462	15,723	142,725
			37. Audio Visual&Print Prod Costs	74200	30,600	57,683	61,683	50,783	19,550	220,299
			Total			247,412	492,239	472,437	257,622	1,610,126
4: Monitoring. learning. adaptive feedback & evaluation	CNAP	GEF	38. International Consultants	71200	-	-	43,500	-	54,000	97,500
			39. Travel	71600	6,200	2,700	5,950	2,700	5,550	23,100
			40. Contractual Services-Companies	72100	3,750	3,750	3,750	3,750	3,750	18,750
			41. Equipment and Furniture	72200	38,500	-	2,500	-	-	41,000
			42. Materials and Goods	72300	7,800	3,800	3,800	5,800	3,800	25,000
			43. Communication and Audiovisual Equipment	72400	24,400	4,400	4,400	14,400	4,400	52,000
			44. Supplies	72500	9,600	4,600	7,600	4,600	7,600	34,000
			45. Information Technology Equipmt	72800	16,000	-	-	10,000	-	26,000
			46. Rental & Maintenance-Premises	73100	2,600	2,300	2,300	2,300	2,300	11,800
			47. Rental & Maint of Info Tech Eq	73300	1,000	1,000	1,000	1,000	1,000	5,000
			48. Rental & Maint of Other Equip	73400	45,420	34,420	46,420	34,420	49,420	210,100
			49. Audio Visual&Print Prod Costs	74200	1,250	1,250	1,250	1,250	1,250	6,250
			50. Miscellaneous Expenses	74500	6,400	2,900	3,900	2,900	3,900	20,000
			Total		162,920	61,120	126,370	83,120	136,970	570,500
	Totals by source	GEF			1,747,656	1,467,280	1,331,582	620,748	542,734	5,710,000
		Co-financing			2,845,273	2,804,629	2,772,983	2,818,334	2,863,688	14,104,907
Totals					4,592,929	4,271,909	4,104,565	3,439,082	3,406,422	19,814,907

Summary Atlas budget

Atlas Budgetary Account Code	ERP/ATLAS Budget Description/ Input	Year 1	Year 2	Year 3	Year 4	Year 5	Total
		US\$	US\$	US\$	US\$	US\$	US\$
International Consultants	71200	30,750	0	74,250	0	69,000	174,000
Travel	71600	80,111	100,088	92,372	37,872	36,209	346,652
Contractual Services-Companies	72100	290,450	115,150	118,550	6,750	17,050	547,950
Equipment and Furniture	72200	553,600	381,113	313,783	47,464	29,667	1,325,627
Materials and Goods	72300	221,417	234,135	160,935	86,843	55,930	759,260
Communication and Audiovisual Equipment	72400	113,400	102,667	82,433	55,933	25,167	379,600
Supplies	72500	53,999	58,905	59,922	42,955	35,279	251,060
Information Technology Equipmt	72800	91,450	105,733	41,117	17,917	3,983	260,200
Rental & Maintenance-Premises	73100	42,603	48,451	42,574	35,484	28,518	197,630
Rental & Maint of Info Tech Eq	73300	10,000	12,000	10,000	6,000	4,000	42,000
Rental & Maint of Other Equip	73400	159,326	168,905	181,513	129,197	125,431	764,372
Audio Visual & Print Prod Costs	74200	43450	86533	99533	100733	57900	388149
Miscellaneous Expenses	74500	57,100	53,600	54,600	53,600	54,600	273,500
Totals		1,747,656	1,463,784	1,331,582	621,217	545,761	5,710,000

Note:

Years 1 to 5 in the above table correspond to the following schedule: Year 1 → Oct. 2009 - Sept. 2010; Year 2 → Oct. 2010 - Sept. 2011; Year 3 → Oct. 2011 - Sept. 2012; Year 4 → Oct. 2012 - Sept. 2013 and Year 5 → Oct. 2013 - Sept. 2014. In Atlas there will be 6 sequences: 2009, 2010, 2011, 2012, 2013 and 2014.

Budget notes

Component		Category	Atlas code	Notes
1	1	International Consultants	71200	Protected Area Specialist: 7.5 weeks to provide advice on increasing coverage of priority ecosystems by MPAs and associated management units within the productive landscape and seascape, including related terrestrial areas
	2	Travel	71600	Internal travel of project staff to field sites and of stakeholders to workshops. The project area is very large and includes large numbers of stakeholders. In order to minimize costs the travel budgeted under this component will be by bus.
	3	Contractual Services-Companies	72100	Overseas processing of samples, acquisition of satellite imagery
	4	Materials and Goods	72300	Food and consumables for expeditions to confirm biological values of PAs and inform management planning
	5	Communication and Audiovisual Equipment	72400	Digital and video cameras and associated editing equipment for systematization and awareness raising purposes
	6	Supplies	72500	Office supplies for PA offices.
	7	Information Technology Equipmt	72800	Computing equipment for PA offices, with corresponding office and GIS software.
	8	Rental & Maintenance-Premises	73100	Hire of (Government owned) facilities for events and workshops
	9	Rental & Maint of Info Tech Eq	73300	Maintenance of computing equipment
	10	Rental & Maint of Other Equip	73400	Boat hire, fuel and maintenance
	11	Audio Visual&Print Prod Costs	74200	Design and printing costs
	12	Miscellaneous Expenses	74500	Insurance
2	13	International Consultants	71200	Protected Area Management Specialist: 10.5 weeks to provide advice on effective management of MPAs within the framework of a regional protected area subsystem
	14	Travel	71600	Internal travel of project staff to field sites and of stakeholders to workshops
	15	Contractual Services-Companies	72100	Production of uniforms for PA staff
	16	Equipment and Furniture	72200	Boats and vehicles essential for PA staff mobilization, furniture and solar panels for regional PA offices, buoys for marking PA limits, compressors for diving expeditions
	17	Materials and Goods	72300	Food and consumables for workshops and biological monitoring activities
	18	Communication and Audiovisual Equipment	72400	Radios for coordination and safety purposes
	19	Supplies	72500	Office equipment and field supplies for workshops and biological monitoring activities
	20	Information Technology Equipmt	72800	Computing equipment and software
	21	Rental & Maintenance-Premises	73100	Hire of (Government owned) facilities for events and workshops
	22	Rental & Maint of Info Tech Eq	73300	Maintenance of computing equipment
	23	Rental & Maint of Other Equip	73400	Rental, maintenance and fuel for boats and vehicles
	24	Audio Visual&Print Prod Costs	74200	Design and printing costs of management plans

	25	Miscellaneous Expenses	74500	Insurance
3	26	International Consultants	71200	Tourism and business planning specialist and specialist in options for income generation for PAs: 8 and 7.5 weeks respectively to provide advice on relevant aspects of business planning and partnerships with productive sectors towards increasing MPA revenues and cost efficiencies
	27	Travel	71600	Internal travel of project staff to field sites and of stakeholders to workshops
	28	Contractual Services-Companies	72100	Design of visitor infrastructure, hire of transport, production of films on tourism potential, establishment of website, feasibility and marketing studies, training
	29	Equipment and Furniture	72200	Monitoring equipment, diverse equipment for alternative production strategies
	30	Materials and Goods	72300	Food and consumables for training and awareness raising workshops
	31	Communication and Audiovisual Equipment	72400	Radios for coordination and safety purposes
	32	Supplies	72500	Stationery supplies for workshops and courses
	33	Information Technology Equipmt	72800	Computing equipment and software, and laboratory equipment, in support of Outputs 3.3, 3.7 and 3.8
	34	Rental & Maintenance-Premises	73100	Hire of (Government owned) facilities for events and workshops
	35	Rental & Maint of Info Tech Eq	73300	Maintenance of computing equipment
	36	Rental & Maint of Other Equip	73400	Rental, maintenance and fuel for boats and vehicles
	37	Audio Visual&Print Prod Costs	74200	Design and printing of reports and information materials
4	38	International Consultants	71200	International consultants for mid term and final external evaluations (14.5 and 18 weeks respectively)
	39	Travel	71600	Internal travel of project staff for supervision, measurement of indicators, participation in inception workshop and participation in external evaluations; international and national travel of international consultants for external evaluations
	40	Contractual Services-Companies	72100	External financial audits
	41	Equipment and Furniture	72200	Vehicles (car and motorbikes) and furniture for main project office
	42	Materials and Goods	72300	Food and supplies for inception, monitoring and evaluation activities.
	43	Communication and Audiovisual Equipment	72400	Digital cameras for systematization and awareness raising purposes, radios for coordination and safety purposes, internet connection service
	44	Supplies	72500	Office supplies
	45	Information Technology Equipmt	72800	Computing equipment for the main project office
	46	Rental & Maintenance-Premises	73100	Upgrading of main project office, hire of (Government owned) facilities for events and workshops (inception workshop, monitoring, external evaluations)
	47	Rental & Maint of Info Tech Eq	73300	Maintenance of computing equipment
	48	Rental & Maint of Other Equip	73400	Rental, maintenance and fuel for boats and vehicles
	49	Audio Visual&Print Prod Costs	74200	Design and printing of project reports and information materiales
		50	Miscellaneous Expenses	74500

SECTION IV. ADDITIONAL INFORMATION

PART I. Terms of References for key project staff and main sub-contracts

1. EXECUTIVE PROJECT DIRECTOR (EPD) - (40% time assigned to this post, reports directly to PSC).

- Direct all project activities, with support from the Technical Coordinator and outcome Coordinators
- Budgeting and programming of project activities
- Direct project personnel
- Establish working relations between the project and Government representatives
- Produce directives for project implementation
- Reporting on Project execution and progress
- Supervision and coordination of the work of contracted external consultants
- Carry out periodic internal evaluations on technical outcomes and financial execution, with the participation of the executors.
- With authorized signature, review, subscribe and send requests for payment to UNDP via MINCEX.
- Coordinate external evaluations and inspection processes, in accordance with UNDP and CITMA requirements..

2. TECHNICAL COORDINATOR (TC) – Specialist of CNAP (80% of time assigned to this post, reports directly to EPD).

- Advise the Project Director on issues related to the technical outcomes of the Project.
- Prepare and review Project documents and technical reports included in the Quarterly Reports and Annual Project Report/Project Implementation Review (APR/PIR), at least two weeks prior to the annual Tripartite Review (TPR) meeting.
- Responsible for the technical quality of the process and results of the project, including monitoring and evaluation. This includes the development of criteria for the participatory monitoring of project activities based on the Logical Framework Matrix and with particular attention to impact indicators.
- Planning, coordination and management of the technical execution of the project, including the preparation of annual work plans to be review by the EPD.
- Permanent interinstitutional coordination, through contacts by email and telephone, meetings and visits.
- Meet regularly with outcome and area Coordinators to ensure that project activities and compatible at all levels and avoid duplication of efforts.

3. FINANCIAL DIRECTOR (FD) - Specialist of CNAP (full time, reports directly to EPD).

- Ensure that all rules and procedures agreed with UNDP and known, understood and applied, in accordance with the contract document, for each project activity.
- Prepare financial information for monitoring and evaluation reports.
- Prepare direct payment requests for UNDP.
- Support the EPD in the preparation of operational and budgetary plans, together with project executors.
- Coordinate activities related to the legalisation of contracts and other legal documents.
- Provide opportune financial recommendations for the optimal use of resources and the execution of budgets.

- Develop a financial system for accounting, transactions and project reporting, in accordance with the financial rules and regulations of UNDP and compatible with the established procedures of the implementing institutions, with the objective of optimizing efficiency and minimizing administrative load, ensure that rules are followed and develop institutional capacities.
 - Control accounts, deposits and costs of sliding funds.
 - Prepare financial information on project activities.
 - Support project executors in the preparation of financial reports and budgets.
 - Execute financial activities, as required, with regard to acquisitions, contracts, recruitment, events etc., once approved by the EPD
 - Develop and sign accountancy reports, budgets and financial statements
 - Organize administrative activities in relation to contracts: database management, invitations, selection committees, etc.
 - Prepare contracts and agreements, observing UNDP rules and providing follow up to their execution.
 - Prepare cost planning.
 - Prepare legal documents for provision and receipt of funds
 - Assume responsibility for financial and administrative activities of the project
 - Provide follow up to the disbursement of Project funds.
- 4. COORDINATOR OF OBJETIVE 1 (CO1) – Specialist of CNAP (50% of time assigned to this post, reports directly to TC).**
- Coordinate the execution of Project activities related to Outcome 1: increase in the coverage and connectivity of marine and coastal protected areas, terrestrial protected areas and associated management units
 - Elaborate plans and reports for Outcome 1, with inputs and outputs, according to the annual work plan
 - Member of the Technical Support Committee (TSC)
- 5. COORDINATOR OF OBJETIVE 2 (CO2) – Specialist of CNAP (50% of time assigned to this post, reports directly to TC).**
- Coordinate the execution of activities related to Outcome 2: effective and coordinated management of protected areas and other management units, taking into account considerations of ecosystem protection, biological connectivity and sustainable development
 - Elaborate plans and reports for Outcome 2, with inputs and outputs, according to the annual work plan
 - Member of the Technical Support Committee (TSC)
- 6. COORDINATOR OF OBJETIVE 3 (CO3) – Specialist of CNAP (50% of time assigned to this post, reports directly to TC).**
- Coordinate the execution of activities related to Outcome 3: reduction of threats to protected areas from productive sectors
 - Elaborate plans and reports for Outcome 3, with inputs and outputs, according to the annual work plan
 - Member of the Technical Support Committee (TSC)

7. COORDINATOR OF OBJECTIVE 4 (CO4) – Specialist of CNAP (50% of time assigned to this post, reports directly to TC).

- Coordinate the execution of activities related to Outcome 4: increase of financial sustainability of the protected areas in the project area
- Elaborate plans and reports for Outcome 4, with inputs and outputs, according to the annual work plan
- Member of the Technical Support Committee (TSC)

8. PRINCIPAL INTERNATIONAL CONSULTANT (1): INCREASING COVERAGE OF PRIORITY ECOSYSTEMS BY MPAS AND ASSOCIATED MANAGEMENT UNITS WITHIN THE PRODUCTIVE LANDSCAPE AND SEASCAPE, INCLUDING RELATED TERRESTRIAL AREAS – 7.5 weeks spread over 5 years.

The Consultant will advise project staff, mainly regarding the following issues:

- (i) Making confirmed and updated relevant data available for the process of including priority ecosystems in new/expanded MPAs, ZBREUPs and ZBRMICs.
- (ii) Zoning plans at regional and sub-regional levels, as an important ground for providing the location of different categories of PAs and other management units in accordance with considerations of ecosystem protection, biological connectivity and sustainable development.
- (iii) Legal proposals for the declaration of expansions, modifications or new protected areas and productive landscapes subject to special management.

9. PRINCIPAL INTERNATIONAL CONSULTANT (2): EFFECTIVE MANAGEMENT OF MPAS WITHIN THE FRAMEWORK OF A REGIONAL PROTECTED AREA SUBSYSTEM – 8 weeks spread over 5 years.

The Consultant(s) will advise project staff, mainly regarding the following issues:

- (i) Agreements between institutions, providing for harmonization and joint planning of activities and investments in relation to resource conservation in PAs and sustainable use areas.
- (ii) Strengthening of regional PA coordination structures able to support planning and enforcement & monitoring, including climate change adaptation measures and buffer zone management.
- (iii) Strategic Management Plan covering the sub-system (including MPAs, ZBRMICs and ZBREUPs) relevant to archipelagos in the Cuban context. Specifically relevant to the Southern Archipelagos as a sub-plan of existing SNAP. Such Strategic Management Plan shall incorporate regional considerations of ecosystem protection, biological connectivity and sustainable development and provisions for response to trends in social, economic and climatic conditions.
- (iv) Comprehensive management plans for individual MPAs and ZBRMICs, incorporating regional considerations of ecosystem protection, biological connectivity and sustainable development.
- (v) Agreements at ministry level for management of ZBREUP within or adjacent to MPAs.
- (vi) Implementation of performance based reporting and monitoring for MPA management, including systematic use of multi-PA performance monitoring tools.
- (vii) Training and establishment of systems for ecological assessments and monitoring of MPAs, and for adaptive management to take into account climate change effects.
- (viii) Training programs for MPA personnel in regional planning & coordination, information exchange, outreach, negotiations, partnership-building, and conflict resolution.

10. PRINCIPAL INTERNATIONAL CONSULTANT (3): TOURISM RELEVANT ASPECTS OF BUSINESS PLANNING AND PARTNERSHIPS WITH PRODUCTIVE SECTORS TOWARDS INCREASING MPA REVENUES AND COST EFFICIENCIES - 6 weeks spread over 5 years.

The Consultant(s) will advise project staff, mainly regarding the following issues:

- (i) A regional sustainable tourism development strategy.
- (ii) Mechanisms for estimating tourism capacities and monitoring impacts.
- (iii) The tourism relevant aspects of information on economic implications (e.g. costs and benefits) of conservation to guide financial planning and policy formulation.
- (iv) The tourism relevant aspects of regional and sub-regional financial sustainability plans for the MPAS sub-system and for individual MPAs and ZBRMIC.
- (v) Mechanisms and agreements for channeling tourism revenues to PA management.
- (vi) The tourism relevant aspects of training programs for MPA personnel and other MPA stakeholders in supporting and monitoring productive activities related to MPA management.
- (vii) The tourism relevant aspects of training programs, manuals and procedures for MPA personnel in financial / business planning and financial management.
- (viii) The tourism relevant aspects of pilot/demonstrations of generation of revenue for PAs, and of reducing impacts on PAs through sustainable productive activities with associated plans, management instruments and infrastructure, developed in collaboration between MPAs, local communities, and tourism authorities/operators.

11. PRINCIPAL INTERNATIONAL CONSULTANT (4): NON-TOURISM RELEVANT ASPECTS OF BUSINESS PLANNING AND PARTNERSHIPS WITH PRODUCTIVE SECTORS (E.G. FISHERIES) TOWARDS INCREASING MPA REVENUES AND COST EFFICIENCIES – 6 weeks spread over 5 years.

- (i) Information on economic implications (e.g. costs and benefits) of conservation to guide financial planning and policy formulation.
- (ii) Regional and sub-regional financial sustainability plans for the MPAS sub-system and for individual MPAs and ZBRMIC.
- (iii) Mechanisms and agreements for channeling non-tourism revenues to PA management.
- (iv) Training programs for MPA personnel and other MPA stakeholders in supporting and monitoring productive activities related to MPA management.
- (v) Training programs, manuals and procedures for MPA personnel in financial/business planning and financial management.
- (vi) Pilot/demonstrations of generation of revenue for PAs, and of reducing impacts on PAs through sustainable productive activities with associated plans, management instruments and infrastructure, developed in collaboration between MPAs, local communities and sector authorities/operators.

PART II. Stakeholder Involvement Plan

1. Stakeholder Matrix

Stakeholder	Roles and functions	Interest in the project	Form of participation/impact
Entities of central Government			
1. <i>Ministry of Science, Technology and the Environment (CITMA)</i> : National Centre for Protected Areas (CNAP)	Lead Entity regarding the planning of Protected Areas in Cuba. Provides methodological direction, supervision and control to the National System of Protected Areas.	The project will assist CNAP in the planning and management of the marine and coastal component of the SNAP.	Direction and supervision of project execution.
2. <i>Ministry of Science, Technology and the Environment (CITMA)</i> : Centre for Environmental Information, Management and Research (CIGEA)	Direction, control and promotion of environmental management aimed at the sound use of natural resources, the protection and conservation of ecosystems and the reduction of pollution. Environmental education, dissemination and the management of data and information on the environment. Implementation of the Country Pilot Partnership (CPP) on Sustainable Land Management (SLM)	The Project will enable CITMA to obtain a greater understanding of the socioeconomic characteristics of the coastal communities related to MPAs and will facilitate the application of integrated coastal zone management to the project area. Opportunity to harmonize SLM activities in terrestrial areas through the CPP with BD conservation in marine and coastal areas.	Review and updating of environmental education strategies, in accordance with local needs. Creation of Local Training Centres to be used by all local actors. Coordination, together with the project team, of the creation of ZBRMICs.
3. <i>Ministry of Science, Technology and the Environment (CITMA)</i> : Centre for Environmental Inspection and Control (CICA) (national body)	Control, protection and inspection organ of CITMA. Ensures the enforcement of current regulations related to the environment. Oversees EIA processes. National CITES authority. Controls access to biodiversity.	CICA will collaborate with the project in ensuring the regulated use of natural resources by local actors.	Control, provision of information, training in relation to EIA and management of flora and fauna, participation in the national steering committee and that of the Project.
4. <i>Ministry of the Food Industry (MINAL)</i> : Directorate of Environment and Fisheries Regulations (National Level)	Regulatory Body of the MINAL. Guarantees the correct use of fisheries resources. Prepares, consults and proposes for approval measures necessary for the sustainable use of fisheries resources	The project will collaborate with MINAL in the realization of its regulatory role, which is essential for the sustainability of marine fauna populations in the project area.	Provision of information and training to diverse stakeholders, participation in the national steering committee and that of the Project. Prepares proposals of new resolutions to contribute to the rational use of fisheries resources.
5. <i>Ministry of the Food Industry (MINAL)</i> : National Office of Fisheries Inspection (national and provincial body)	Inspection body of the MINAL. Protects and ensures the application of current fisheries legislation, in order to guarantee the sustainable use of fisheries resources.		Control, vigilance and protection of PAs, provision of information, participation in the national steering committee and that of the Project.

Stakeholder	Roles and functions	Interest in the project	Form of participation/impact
6. <i>Ministry of the Interior (MININT): Forest Guard Corps (national, provincial and local body)</i>	Control, protection and inspection organ of MININT. Ensures compliance with current regulations in relation to forestry, soils and environment issues.	The FGC and frontier troops will support the project through the provision of supervision of natural resource use and will also benefit from the planning and institutional coordination to be promoted by the project.	Control, vigilance and protection in PAs, provision of information, ia y protección en las APs, aporte de información, in the national steering committee and that of the Project.
7. <i>Ministry of the Interior (MININT): Frontier troops (national, provincial and local body)</i>	Control, protection and inspection organ of MININT. Guarantees the protection of the coasts and national frontiers. Ensures national security.		Supports the protection of coastal zones in the Project area.
8. Ministry of Foreign Trade and Investment (MINCEX)	Coordination and advice on instrumentation and compliance with State and Government policies on economic collaboration	Responsible for ensuring that the Project is implemented in accordance with Government policies	Approval, supervisión and control of the execution of project activities
9. Ministry of Tourism and its provincial delegations	Evaluation, control and execution, in accordance with its institutional responsibilities, of the application of State and Government policy in relation to tourism	The project presents an opportunity to diversify the national tourism portfolio.	Supervision and control of project execution in accordance with institutional role.
10. Ministry of Agriculture (MINAG) and its provincial delegations.	Organism responsible for directing, executing and controlling State and Government policy in relation to the use, conservation and improvement of soils, the conservation, management, rational use of the forest estate and the conservation of wild fauna and flora.	The project includes a number of terrestrial areas, that fall under the institutional responsibility of MINAG.	Supervision and control of project execution in accordance with institutional role.
11. Ministry of Agriculture (MINAG), National Forestry Directorate and offices of Forestry Services at provincial and municipal levels.	Ensuring compliance with the Forestry Law (#85) and its regulations, ensure the appropriate use of FONADEF, approve projects submitted to FONADEF for the forestry estate and wildlife and carry out certifications of resource holders in forests and protected areas.	Establishment of synergy with the project, through the financing of conservation projects in the PAs attended by the project.	Financing of conservation projects in the PAs attended by the project, in terrestrial areas. Contribution to the development of capacities for the sustainable use and management of the forest estate.
12. State Forest Service	Promotion of the sustainable use of forest resources and the conservation of ecosystems and biodiversity.	Implementation of conservation projects.	Execution of conservation projects in 80% of the PAs in the project area. Provision of financing in national currency. Contribution to the creation of technical capacities for sustainable forest use and management.

Stakeholder	Roles and functions	Interest in the project	Form of participation/impact
13. <i>Ministry of Education</i> (MINED)	Leads and executes educational policy up to pre-university level.	Opportunity for collaboration in the development of awareness and knowledge of environmental and conservation issues.	Provision of human resources for the execution of training activities in local communities.
14. <i>Institute of Physical Planning</i> (National, Provincial, Municipal)	Territorial land use planning, approval of micro-locations, elaboration of tourism development plans.	Provision of an overall territorial planning framework for the productive sector activities proposed under the Project.	Making development and land use plans compatible.
15. <i>National Institute of Hydrological Resources</i>	Direction, execution and control of the application of State and Government policies related to hydrological resources.	Collaboration in the management of hydrological resources in order to minimize negative BD impacts on marine and coastal resources	Possible participation in the provision of human resources for the execution of training and water resource management in the project area.
Regional/provincial entities			
16. Representatives of provincial Government (Provincial Organisms of Popular Power, Council of Provincial Administration)	Control and administer resources at provincial level	Ensuring that project activities are carried out in accordance with provincial policies and initiatives.	Supporting project actions, coordinating and informing different provincial stakeholders. Supporting the decision making process. Consolidation and strengthening of integrated territorial management.
17. Guanahacabibes Peninsula Integrated Development Office (ODIG)	Responsible for ensuring sustainable development in the Guanahacabibes Peninsula.	Ensuring that project activities are carried out in accordance with local policies and initiatives and that the work of the Guanahacabibes Peninsula Biosphere Reserve is strengthened.	Direction of the Guanahacabibes Peninsula Protected Area Governing Board.
18. Environment Units. Provincial Delegations of CITMA.	Control and supervision of environmental management in the provinces. Coordinators of Provincial steering committees. Methodological control, coordination and supervisión of provincial protected area systems.	Ensuring the correct implementation of the Provincial Protected Areas System and the correct planning and management of the MPAs in the Project area.	Direct participation in ensuring that new PAs are made compatible. Coordination of activities with provincial actors. Coordination of the creation of new ZBRMICs.
19. Representatives of local government (Local Organisms of Popular Power: Councils of Municipal Administration; Popular Councils)	Control and administer resources at local level	Ensuring that the project is implemented in accordance with the needs and priorities of local populations.	Principal channels for the expression of the needs and interests of local people in the decision-making of the project.

Stakeholder	Roles and functions	Interest in the project	Form of participation/impact
State-owned enterprises			
20. PESCACUBA Enterprise Group, including productive enterprises and workers at all levels (national entity and local establishments)	Responsible for fisheries capture on the insular shelf and the industrial processing of catches. Marine aquiculture of fish and oysters.	Ensuring that fisheries resources are sustainable, permitting the maintenance and/or increase of family incomes, while avoiding negative livelihood impacts from restrictions on productive activities.	Transformation of traditional damaging forms of production to sustainable practices, accompanied with the maintenance and/or increase of levels of income at family and local levels.
21. INDIPES and its productive enterprises and workers at all levels (national entity and local establishments)	Responsible for fisheries captures in interior waters and the industrial processing of catches.		Participation in training activities and appropriate use of fisheries gear, accompanied with the maintenance and/or increase of levels of income at family and local levels.
22. GEDECAM (Entrepreneurial Shrimp Group)	Development of shrimp cultivation		Participation in training activities and application of appropriate productive practices, accompanied with the maintenance and/or increase of levels of income at family and local levels.
23. Cuban Federation of Sports Fishing	Incluye small fleets of individual and sport fishers in the country. Promotes and develops, subject to existing fisheries legislation, small scale sport fishing in the country.		Participation in training activities and appropriate use of fisheries gear, accompanied with the maintenance and/or increase of levels of income at family and local levels. Transformation of traditional damaging forms of production to sustainable practices, accompanied with the maintenance and/or increase of levels of income at family and local levels.
24. Azulmar and its local workers	Cuban-Italian association responsible for the administration of the Tortuga Hotel in Jardines de la Reina National Park. Has an administration contract overseen by the European agency Swet SA y the local enterprise Cubana Náutica.	Minimization of negative impacts of tourism on coastal areas and the identification of strategies for making conservation and tourism activities compatible, while allowing sustained growth of the tourism sector as a vehicle for economic development at local and national levels.	Participation in training activities, collaboration with evaluations of the impacts of tourism activities, appropriate development of tourism activities.
25. Cubanacán and its local workers	Entrepreneurial Group that promotes, commercializes and operates hotel installations of different forms and categories, in the Bahía de Cochinos, Cienfuegos, Rancho Luna, Ancón and Marea del Portillo development poles.		Participation in training activities, collaboration with evaluations of the impacts of tourism activities, appropriate development of tourism activities.

Stakeholder	Roles and functions	Interest in the project	Form of participation/impact
26. Gaviota and its local workers	Entrepreneurial Group that promotes, commercializes and operates hotel installations in Villa Cabo de San Antonio, CIB María la Gorda and the Gunahacabibes península.		Participation in training activities, collaboration with evaluations of the impacts of tourism activities, appropriate development of tourism activities.
27. Gran Caribe and its local workers	Hotel Group that promotes, commercializes and operates hotel installations of different forms and categories in the Canarreos archipelago.		Participation in training activities, collaboration with evaluations of the impacts of tourism activities, appropriate development of tourism activities.
28. Islazul and its local workers	Entrepreneurial Group that promotes, commercializes and operates hotel installations of different forms and categories in the Cienfuegos, Rancho Luna, Playa el Inglés and Granma development poles		Participation in training activities, collaboration with evaluations of the impacts of tourism activities, appropriate development of tourism activities.
Production organizations, enterprises and cooperatives			
29. National Association of Small Farmers (ANAP)	Represents small farmers.	Agricultural and livestock production on agricultural lands belonging to cooperatives or under usufruct by them.	Development of sustainable agricultural production and racional soil use in the project area.
30. National Enterprise for the Protection of Flora and Fauna (national company with provincial establishments and protected areas)	Responsible for the management of the majority of the PAs within the NPAS.	Strengthening of MPAs and their planning and management.	Creation of capacities, execution of Project activities, creation of infrastructure
31. Integrated Forest Enterprises	Responsible for the management, sound utilization and sustainable development of forestry resources	Definition of strategies for making forest management compatible with BD conservation while maintaining productive and financial viability.	Reforestation and forest management activities in the project areas
32. Credit and Service Cooperatives (CCS)	Agricultural and livestock production in the agricultural lands belonging to individual cooperative members	Sustainable development of agricultural and livestock sectors, in harmony with BD conservation and under conditions of productive and financial viability.	Development of productive activities in the Project area in accordance with guidelines provided by the project.
33. Agricultural and Livestock Production Cooperatives	Agricultural and livestock production in the agricultural lands belonging to the cooperative or held under usufruct.		

Stakeholder	Roles and functions	Interest in the project	Form of participation/impact
34. Victoria de Girón Integrated Forest Enterprise. Ciénaga de Zapata PA Conservation Unit.	Administration and management of the Ciénaga de Zapata NP and the Sistema Espeleolacustre END.	Opportunity for strengthening the PMAs that it manages and for promoting coordinated management with Ciénaga de Zapata CITMA office	Creation of capacities, execution of activities proposed in the project, creation of infrastructure.
35. Fisheries, tourism, forestry and agriculture workers	Most form part of the productive sector organizations listed above.	The project will open up opportunities for alternative production systems but may also require modification of existing practices in order to reduce BD impacts.	Recipients of training on BD management and reduction of BD impacts, and recipients of support to enable transition to less damaging forms of productive sector activities.
Research centres			
36. Centre for Marine Research	Research, monitoring, teaching, higher education, environmental education, environmental consultancies, training and ecosystem and biodiversity management.	Opportunity to increase capacities and knowledge related to marine conservation.	Provision of human and material resources for the coordination and execution of training, research, monitoring and environmental education activities.
37. Centre for Fisheries Research	Research and monitoring necessary for ensuring the correct use of fisheries resources		Provision of human and material resources for the coordination and execution of training, research and monitoring activities related to fisheries resources.
38. Oceanology Institute	Establishes the scientific bases to guarantee the conservation and contribute to the sustainable use of coastal and marine resources and ecosystems of the Cuban platform and adjacent seas, through research into biological, physical, chemical and geological processes, evaluation and monitoring of biodiversity and environmental and sanitary quality, and the development of biotechnology and marine aquaculture.		Provision of specialists and technicians for research, monitoring, workshops, courses and training activities. The use of boats and technical equipment for marine research, as well as laboratories for the analysis of biological, water and sediment samples. Coordination and interchange with other institutions related to the marine-coastal zone.
39. Ecology and Systematics Institute. National Biodiversity Centre (CeNBio)	Increase of knowledge on biodiversity through integral systematics and ecological studies, contributing to its conservation and sustainable use in natural and regenerated ecosystems, increasing contributions to scientific and		Provision of specialists and technicians for research, monitoring, workshops, courses and training activities.

Stakeholder	Roles and functions	Interest in the project	Form of participation/impact
	socioeconomic development in Cuba and the Caribbean.		
40. Psychological and Sociological Research Centre (CIPS)	Analyses, research, prospections, technologies, proposals and interventions aimed at the development of processes, social relations and human subjectivity.	Opportunity to generate knowledge regarding the socioeconomic characteristics of the population of the coastal and marine areas.	Evaluation of project impacts in relation to awareness raising and participation in PA management.
International NGOs			
41. World Wildlife Fund (WWF)	Promotion of ecosystem and biodiversity conservation.	Opportunity to promote the conservation of globally important biodiversity, in accordance with NGO goals.	Implementation of conservation projects in the southern archipelagos.
42. Birdlife International	Global society consisting of conservation organizations aimed at the conservation of birds, their habitats and global biodiversity.		Implementation of bird conservation projects in the Ciénaga de Zapata, Turquino and Bayamesa National Parks.
43. National Aquarium	Research, environmental education and dissemination regarding the sea, its flora, fauna and ecology, with the objective of promoting cultura and education regarding its care, conservation and sustainable use. Carries out exhibitions and technical, didactic and recreational activities.	Opportunity to conserve marine fauna and increase knowledge of marine biota and ecosystems.	Participation in monitoring programmes. Training in specific sigues of marine ecology. Support to environmental education activities (dissemination and communication).
44. Centre for Environmental Studies and Services (ECOVIDA)	Research, monitoring, environmental education, environmental consultancies, training and ecosystem and biodiversity management. Responsible for the management of Guanahacabibes NP.	Opportunity to strengthen the management of PMAs and contribute to their correct planning and management.	Creation of capacities, execution of Project activities, creation of infrastructure. Participation in monitoring programmes. Provision of human and material resources for the coordination and execution of environmental training, research and monitoring and evaluation.
45. Ciénaga de Zapata CITMA Organism	Management and control of natural resources in the Zapata Península MPA.		Provision of human and material resources for the coordination and execution of environmental training, research, monitoring and education.
46. Cienfuegos Environmental Studies Centre.	Research, monitoring, environmental education, environmental consultancies, training and ecosystem and management	Opportunity to conserve and study marine and coastal biodiversity.	Provision of human and material resources for the coordination and execution of environmental training,

Stakeholder	Roles and functions	Interest in the project	Form of participation/impact
	of coastal ecosystems.		research, monitoring and education.
47. Coastal Ecosystem Research Centre	Research, monitoring, environmental education, environmental consultancies, training and ecosystem and management of coastal ecosystems. Participates in the co-management of Jardines de la Reina NP.		Provision of human and material resources for the coordination and execution of environmental training, research, monitoring and education.
48. Camagüey Environmental Research Centre	Management of scientific and technological projects and services with an environmental profile. Participates in the co-management of Jardines de la Reina NP.		Provision of human and material resources for the coordination and execution of environmental training, research, monitoring and education.
49. Eastern Centre for Ecosystems and Biodiversity	Research, monitoring, environmental education, environmental consultancies, training and ecosystem and ecosystem and biodiversity management.		Provision of human and material resources for the coordination and execution of environmental training, research, monitoring and education.
50. Provincial universities involved in the project, municipal university centres.	Oversee and execute educational policy at university level.		Provision of scientific tools for decision making. Provision of human and scientific resources for decision making and the execution of training activities.

2. Stakeholder Participation During Project Preparation

During the project preparation phase, all of the principal stakeholders at local, national and regional levels have been involved (including local communities, representatives of donors and co-financing sources, UNDP, CITMA, MINCEX, MINAG, MINAL, MINTUR, MININT and others). Well-developed mechanisms already exist in Cuba for the representation of the interests of local stakeholders, in the form of community-based organizations and productive sector organizations, which in turn are linked directly to their counterparts of municipal, provincial and national levels. The project preparation team took advantage of these existing structures instead of inventing new ones. These formal mechanisms were complemented by participatory appraisals carried out in the Ciénaga de Zapata area which permitted a more in depth understanding of the diversity of stakeholders within local communities, and their respective interests.

These participation initiatives ensure that the project will be implemented within a coordinated framework of policies, including those of the Government. The project has been discussed in a number of important fora, including the Coordinating Board of the National Protected Areas System, the Projects Committee of the Direction of International Collaboration of CITMA, and in corresponding entities within MINCEX. A range of mechanisms for consultation, conciliation and approval have been used, related to PA issues. The Provincial Coordination Boards of the SNAP have played a particularly important role in this regard, as have in particular the provincial protected area specialists. The existing system of municipal and provincial environmental commissions have provided particularly useful support to project preparation activities, as have the provincial and municipal offices of CITMA. An intensive process of workshops, individual contacts and working meetings has been carried out, with the participation of experienced facilitators. Particular attention has been paid to discussing and validating proposals for the creation or expansion of protected areas, ZBRMIC and ZBREUP.

A total of six internal workshops have been carried out within CNAP. Other workshops that have contributed significantly have been those held at national level, related specifically to the application of a regional approach to the management of marine protected areas in Cuba. Given the importance of marine and coastal protected areas for the SNAP, project design has also taken into account the results of the National Workshop on Analysis of the 2003-2008 Strategic Plan for the SNAP and the SNAP Strategic Plan for 2009-2013. Aspects of financial sustainability of the system were discussed during the SNAP Financial Sustainability Workshop carried out at the end of 2008.

3. Stakeholder Participation Mechanisms Proposed During Project Implementation

The Project Steering Committee (PSC) will involve all national level stakeholders (UNDP, CITMA, MINCEX, MINAG, MINAL, MINTUR, MININT and donor representatives) and will meet at least twice a year. The PSC will ensure that the project is implemented within the context of a coordinated framework of Government policies. The PSC will also constitute an executive forum through which donors will be able to participate in the overall implementation of the project, within a uniform and coordinated framework.

All of the mechanisms for consultation, conciliation and approvals will be included in the responsibilities of the national and provincial protected areas coordination boards, given the roles of these as structures for coordination for issues related to protected areas at all levels.

During the first year of the execution of the project, a Strategic Management Plan will be developed for the project (through a process of workshops, consultations, conciliations and other meetings with all of the stakeholders involved in environmental management in the region, including local communities), in which the new proposals for the creation or expansion of Marine Protected Areas, and of ZBRMIC and ZBREUP, will be validated, as will the strategies to be followed for the execution of the project and the roles of each of the stakeholders in the process.

Subsequently, meetings will be held between all of the institutional stakeholders in each of the regions where declarations of ZMRMIC and other categories are proposed, with the support of experienced facilitators, leading to the formal identification of the management authority in each case and the definition of its particular roles and responsibilities. This process will help to minimize the duplication of responsibilities.

Lines of communication will be actively sought between PA managers and local development sectors, especially tourism and fisheries. Workshops will be carried out to confirm the challenges for the new proposals for expansion or creation of protected areas, with all of the involved stakeholders. In addition, each proposal for the creation or expansion of protected areas will be harmonized with territorial stakeholders, who will subsequently validate the files for these areas, which will then be transmitted to national level entities.

At community level, existing structures for community participation (such as Local Organisms of Popular Power, Councils of Municipal Administration and Popular Councils) will be used to ensure the dissemination of information related to the project; in particular, the existing system of municipal and provincial environmental commissions will be used, as well as the provincial and municipal offices of CITMA, with the provincial PA specialist (of the provinces involved in the project) being responsible for coordination. These structures will also be used as channels for consultation with local communities and for the communication of their interests and concerns to decision-makers at higher levels.

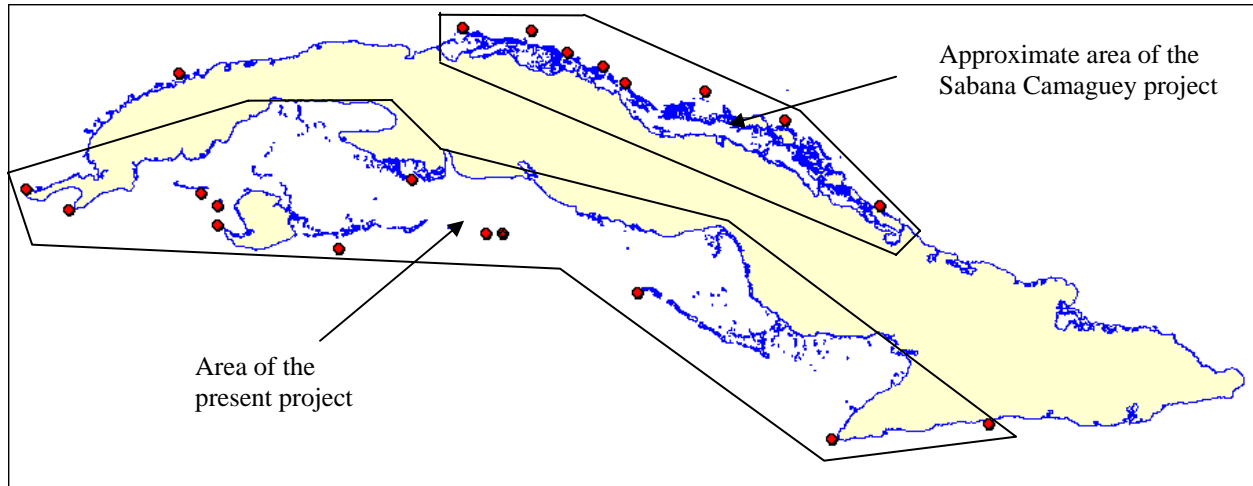
PART III. Summary of Problem, Threats, Barriers and Solutions

Problems	Causes	Barriers to effective region-wide management of PAs	Baseline	Gaps	Strategy
<p>1. Overfishing leads to reduction and degradation of populations of fish and other marine fauna, changes in overall trophic structure and breakdown of ecosystem function.</p> <p>2. Use of inappropriate fishing gear leads to population degradation due to the removal of immature individuals, and causes physical damage to ecosystems</p>	<p>Spawning areas in PAs are not adequately protected</p> <p>Fishing activities are not adequately supervised</p> <p>PESCACUBA promotes and rewards high catch levels</p> <p>PESCACUBA has inadequate financial resources to replace equipment</p>	<p>1. The definition of priorities for PA establishment in the project area has largely been carried out on a site-specific basis to date and do not reflect the conceptual framework that has been defined for the MPAS as a whole.</p>	<p>Basic elements of the conceptual framework for the MPAS have been defined, including the need for zoning, regional networks and connectivity</p> <p>Basic information exists on regional biological, social and productive processes and dependences</p>	<p>Most PAs lack legal declaration</p> <p>Planning and coordination are lacking at regional level</p> <p>Information is dispersed between sectors and not adequately available to or used by planners</p>	<p>Support to legal declaration of existing and planned PAs</p> <p>Development of instruments and institutional structures for regional level planning and coordination</p> <p>Generation of information and development of mechanisms for its organization and supply to planners</p>
<p>3. Excessive tourism activity causes physical damage to reefs</p> <p>4. Clearance of mangroves eliminates spawning and growth areas for marine fauna, and permits sedimentation of sea grass beds which are important habitats</p>	<p>Tourism is subject to inadequate regulation</p> <p>Land-based activities are subject to inadequate planning and regulation</p>	<p>3. Management and logistical capacities are insufficient in the institutions responsible for PAs and for the regulation of the production sectors in the surrounding seascapes and landscapes</p>	<p>CITMA, State-owned companies and other institutions have responsibility for management of different PAs</p>	<p>Oversight and management of PAs is basic and highly variable</p> <p>Many PAs lack any institutional presence, basic infrastructure or equipment</p> <p>Few PAs have well-defined management instruments that provide for connectivity and links with productive sectors</p>	<p>Development of regional strategic management plan</p> <p>Technical strengthening of PA institutions</p> <p>Provision of basic infrastructure and equipment to PA institutions</p> <p>Review and amendment of individual PA management plans</p>

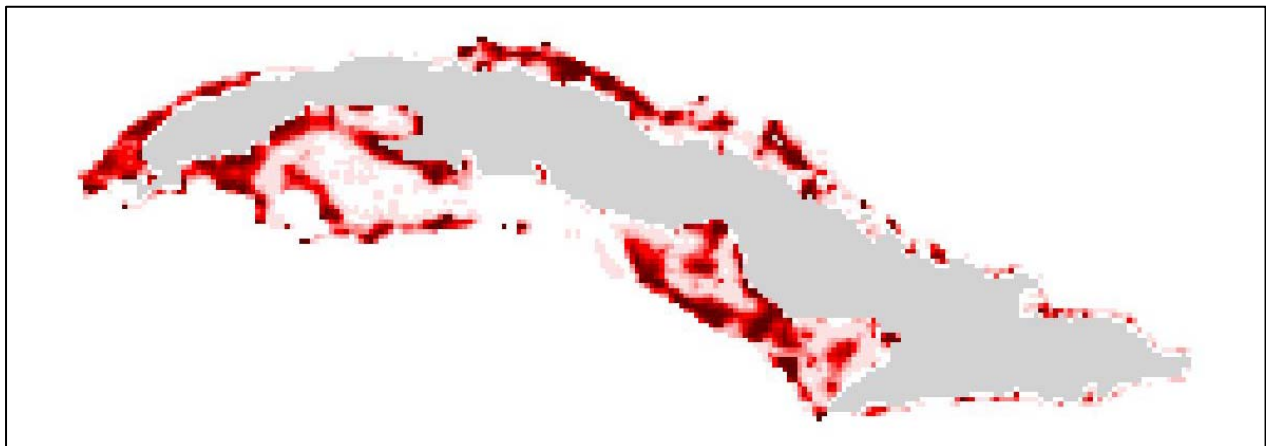
Problems	Causes	Barriers to effective region-wide management of PAs	Baseline	Gaps	Strategy
<p>5. Modifications to hydrology and quality of water inputs from rivers affects populations of marine species and leads to recession of mangroves</p>		<p>3. Insufficiently effective mechanisms exist to allow for cost efficient MPA operations, and there is insufficient integration between MPAs and productive sectors (especially tourism and fisheries), which limit opportunities for MPA financing and effective management</p>	<p>Fishing is regulated and supervised by MINAL (catch sizes, fish sizes, and closed seasons)</p> <p>Fisheries reserves (ZBREUPs) have been established</p> <p>Tourism is set to expand significantly</p> <p>Tourism is planned, regulated and supervised by IPF, MINTUR and CITMA</p> <p>Tourism generates high levels of foreign exchange income</p> <p>PAs managed by CITMA are funded by central budget and external cooperation</p> <p>PAs managed by State-owned companies are funded by them</p>	<p>Regulation is ineffective due to resource limitations and high production goals</p> <p>ZBREUPs are not integrated or harmonized with PAs and regional conservation needs and ZBRMICs have not been put into practice</p> <p>Tourism revenues are not reinvested in PAs despite their contribution to the sector</p> <p>Hard currency budget from Central Government is limited</p> <p>State-owned companies do not reinvest adequately in PAs</p> <p>The potential contribution of nature tourism to PA finances is inadequately realized</p>	<p>Promotion of coordination between PA and productive sector institutions in regulation and supervision</p> <p>Strengthening of technical capacities of staff in productive sector institutions</p> <p>Establishment of ZBRMICs, linked to PAs</p> <p>Promotion of awareness of economic benefits of PAs among policy makers</p> <p>Support to capacities of PA institutions for developing PA-based businesses</p> <p>Development and implementation of financial sustainability plans</p> <p>Improvement of administrative capacities of PA institutions</p>

PART IV. Biological importance of the project area

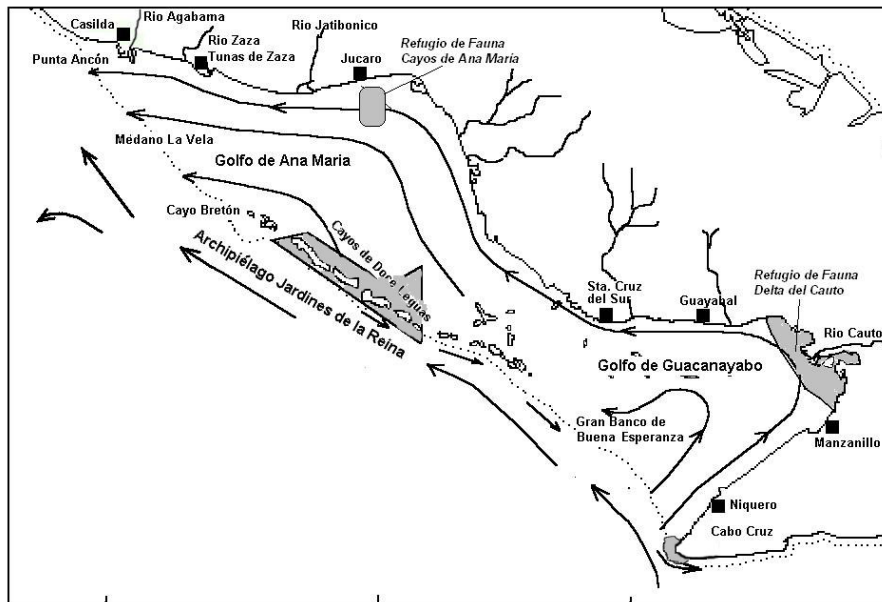
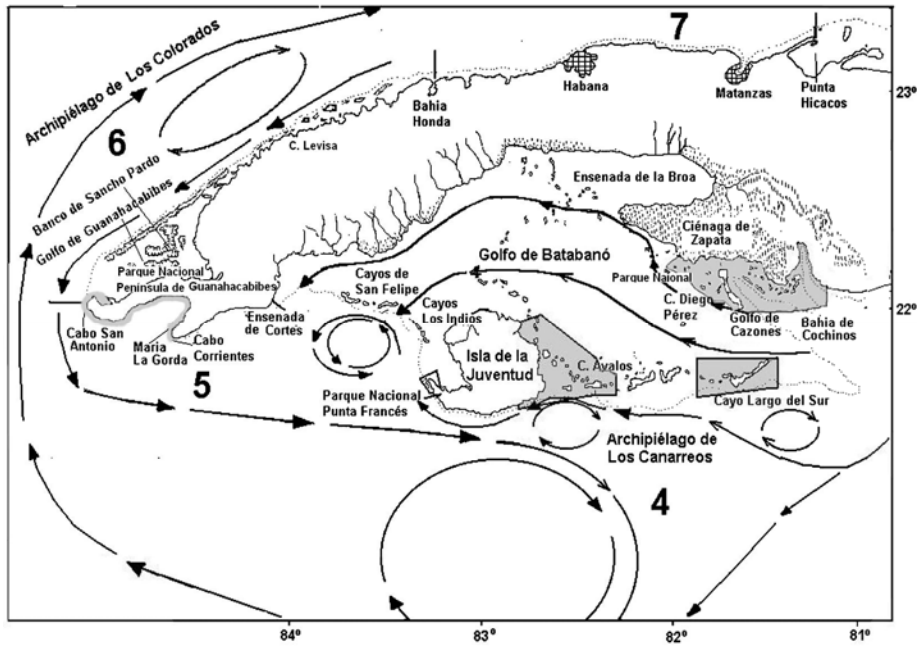
Map 1. Spawning aggregation sites for snappers (*Lutjanus* spp.) and groupers (*Epinephelinae*) in Cuba



Map 2. Areas of maximum conservation priority for the Cuban Marine Protected Areas System, based on ecosystem gaps analysis (Areces et al, 2008)



Map 3. Marine currents within the western and eastern parts of the project area, showing the existence of important hydrological and biological interconnections throughout the area



Endemic and threatened taxa in the project area

Group	Species	Conservation status
Plants	<i>Cocotrinax victorinii</i>	Local endemic – endangered
	<i>Cocotrinax litorales</i>	Regional endemic
Corals	<i>Corales escleractineos</i>	CITES Appendix II
	<i>Acropora palmata</i>	CITES Appendix II, IUCN Red List
Molluscs	<i>Strombus gigas</i>	CITES Appendix II
Reptiles	<i>Crocodylus acutus</i>	CITES Appendix I, IUCN endangered
	<i>Crocodylus rhombifer</i>	Cuban endemic, CITES Appendix I, IUCN endangered
	<i>Chelonia mydas</i>	CITES Appendix I, IUCN endangered
	<i>Caretta caretta</i>	CITES Appendix I, IUCN endangered
	<i>Eretmochelys imbricata</i>	CITES Appendix I, IUCN endangered
	<i>Dermochelys coriacea</i>	CITES Appendix I, IUCN endangered
	<i>Trachemys decussata</i>	Cuban endemic
	<i>Cyclura nubila nubila</i>	Cuban endemic
Fish	<i>Epinephelus striatus</i>	IUCN Red List
	<i>Epinephelus itajara</i>	
	<i>Atractosteus tristoechus</i>	Cuban endemic
Birds	<i>Pterodroma hasitata</i>	IUCN endangered
Mammals	<i>Capromys prehensilis (carabali)</i>	Cuban endemic
	<i>Capromys piloride</i>	Cuban endemic
	<i>Trichechus manatus manatus</i>	IUCN endangered
	<i>Tursiops truncatus</i>	IUCN endangered

PART V. Trends in resources and sector activities

Figure 1. Trend in median trophic level (Fuente: Baisre, 2004)

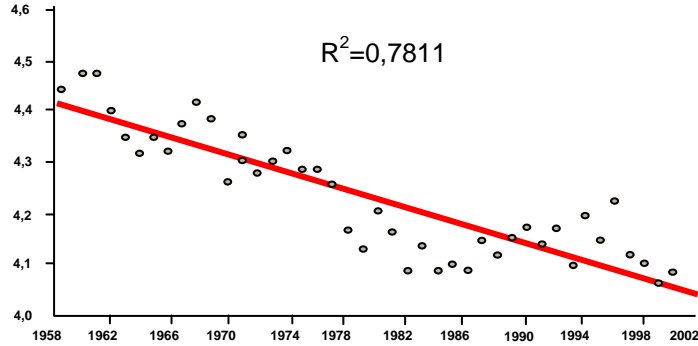


Figure 2. Trends in catches of some typical estuarine species in the project area, expressed as deviations from the average catch of each species during the whole period of observation (Baisre and Arboleya 2006)

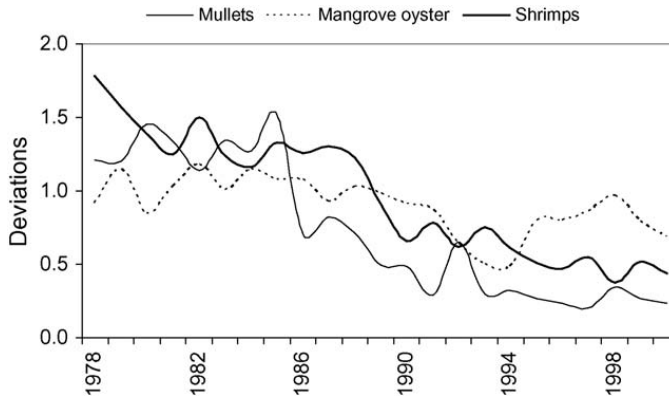


Figure 3. Evolution of shrimp catches from 1950 to 2002 (solid line) and the corresponding catch per unit of effort (c.p.u.e.) (broken line) expressed in kg per fishing day ((Baisre and Arboleya 2006).

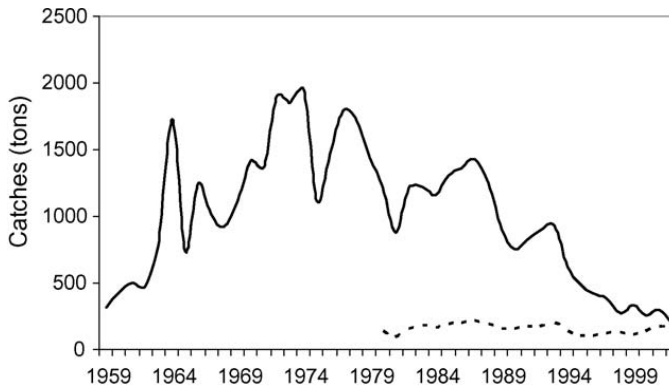


Figure 4. Trends in landings of cherna criolla (*Epinephelus striatus*) (Baisre, 2004).

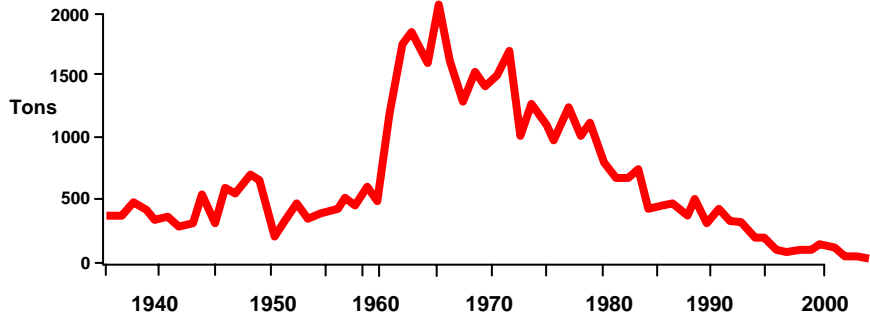


Table 1. Historical trends in income from international tourism at national level (millions of CUC @ US\$ 1 = CUC 0.926)

	2002	2003	2004	2005	2006	2007
Income from international tourism	1 633.0	1 846.3	1 914.7	2 149.9	1 969.0	1 982.2
Income from international transport	136.0	152.9	198.9	249.0	265.9	254.2
Total	1 769.0	1 999.2	2 113.6	2 398.9	2 234.9	2 236.4

Figure 5. Trends in income from tourism

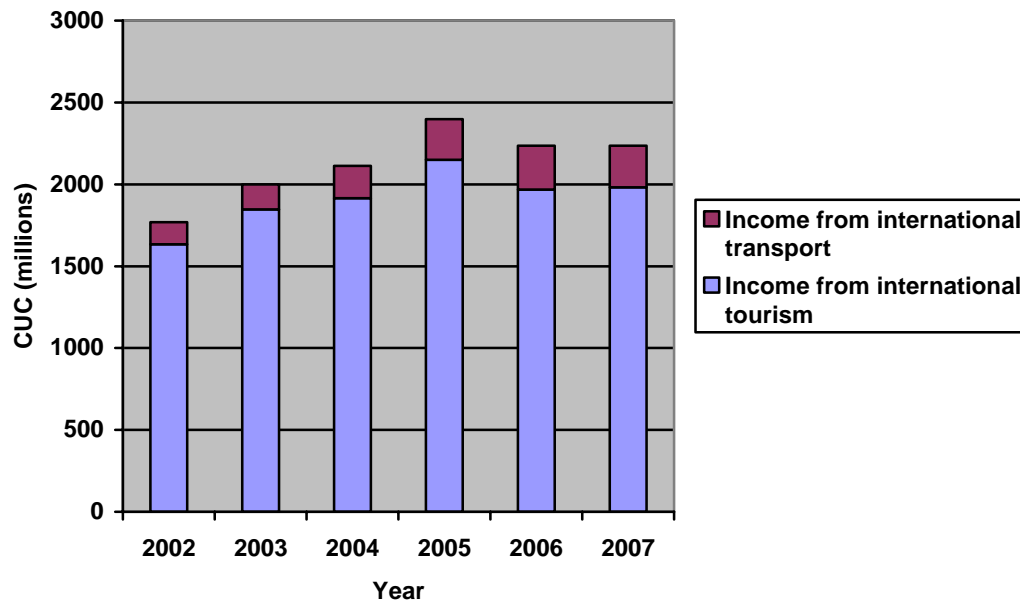


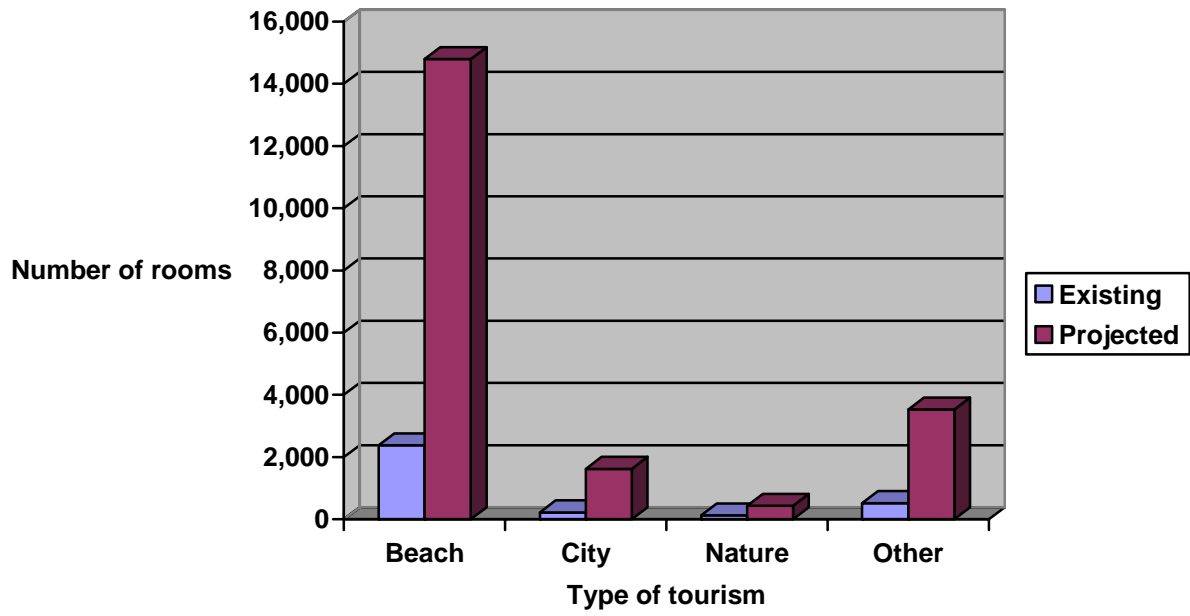
Table 2. Existing and maximum potential levels of tourism employment in the provinces included in the project area

	Total	
	Existing	Potential
Pinar del Río	104	3,537
Matanzas	736	830
Cienfuegos	1,127	9,364
Sancti Spíritus	1,172	7,996
Ciego de Ávila	14	14
Camaguey	0	234
Granma	540	3,004
Isla de la Juventud	2,142	11,700
Total	5,836	36,679

Table 3. Existing tourism capacity (numbers of rooms) and maximum potential levels provided for by IPF in the provinces included in the project area

	Beach		City		Nature		Health		Nautical		Other		Residential		Total	
	Exist.	Pot.	Exist.	Pot.	Exist.	Pot.	Exist.	Pot.	Exist.	Pot.	Exist.	Pot.	Exist.	Pot.	Exist.	Pot.
Pinar del Río	-	1,550	-	-	-	55	-	-	58	360	-	-	-	-	58	1,965
Matanzas	68	68	-	-	59	111	282	282	-	-	-	-	-	-	409	461
Cienfuegos	273	3,375	205	1,597	64	64	84	166	-	-	-	-	-	395	626	5,202
Sancti Spíritus	651	2,702	-	-	-	100	-	-	-	40	-	1,600	-	-	651	4,442
Ciego de Ávila	-	-	-	-	-	-	-	-	8	8	-	-	-	-	8	8
Camaguey	-	130	-	-	-	-	-	-	-	-	-	-	-	-	-	130
Granma	283	945	17	24	-	50	-	-	-	200	-	450	-	-	300	1,669
Isla de la Juventud	1,100	6,025	-	-	-	50	-	50	90	375	-	-	-	-	1,190	6,500
Total	2,375	14,795	222	1,621	123	430	366	498	156	983	-	2,050	-	395	3,242	20,377

Table 4. Project tourism capacity by type



PART VI. CAPACITY DEVELOPMENT SCORECARD

Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Target
1. Capacity to conceptualize and formulate policies, legislations, strategies and programmes			
1.1. The agenda of a protected area sub-system in the project area is being effectively championed / driven forward	0 -- There is essentially no protected area agenda; 1 -- There are some persons or institutions actively pursuing a protected area agenda but they have little effect or influence; 2 -- There are a number of protected area champions that drive the protected area agenda, but more is needed; 3 -- There are an adequate number of able "champions" and "leaders" effectively driving forwards a protected area agenda	2	3
1.2. There is a strong and clear legal mandate for the establishment and management of a protected area sub-system in the project area	0 -- There is no legal framework for protected areas; 1 -- There is a partial legal framework for protected areas but it has many inadequacies; 2 -- There is a reasonable legal framework for protected areas but it has a few weaknesses and gaps; 3 -- There is a strong and clear legal mandate for the establishment and management of protected areas	2	2
1.3. There is an institution responsible for protected areas in the sub-system able to strategize and plan	0 -- Protected area institutions have no plans or strategies; 1 -- Protected area institutions do have strategies and plans, but these are old and no longer up to date or were prepared in a totally top-down fashion; 2 -- Protected area institutions have some sort of mechanism to update their strategies and plans, but this is irregular or is done in a largely top-down fashion without proper consultation; 3 -- Protected area institutions have relevant, participatorially prepared, regularly updated strategies and plans	2	3
2. Capacity to implement policies, legislation, strategies and programmes			
2.1. There are adequate skills for protected area planning and management in the project area	0 -- There is a general lack of planning and management skills; 1-- Some skills exist but in largely insufficient quantities to guarantee effective planning and management; 2 -- Necessary skills for effective protected area management and planning do exist but are stretched and not easily available; 3 -- Adequate quantities of the full range of skills necessary for effective protected area planning and management are easily available	2	3
2.2. There is a protected area sub-system	0 -- No or very few protected area exist and they cover only a small portion of the habitats and ecosystems; 1 -- Protected area system is patchy both in number and geographical coverage and has many gaps in terms of representativeness; 2 -- Protected area system is covering a reasonably representative sample of the major habitats and ecosystems, but still presents some gaps and not all elements are of viable size; 3 -- The protected areas includes viable representative examples of all the major habitats and ecosystems of appropriate geographical scale	1	2
2.3. There is a fully transparent oversight authority for the protected areas institutions covering the sub-system in the project area	0 -- There is no oversight at all of protected area institutions; 1 -- There is some oversight, but only indirectly and in an untransparent manner; 2 -- There is a reasonable oversight mechanism in place providing for regular review but lacks in transparency (e.g. is not independent, or is internalized) ; 3 -- There is a fully transparent oversight authority for the protected areas institutions	3	3
2.4. Protected area institutions covering the sub-system in the project area are effectively led	0 -- Protected area institutions have a total lack of leadership; 1 -- Protected area institutions exist but leadership is weak and provides little guidance; 2 -- Some protected area institutions have reasonably strong leadership but there is still need for improvement; 3 -- Protected area institutions are effectively led	2	3
2.5. Protected areas in the project area have regularly updated, participatorially prepared, comprehensive management plans	0 -- Protected areas have no management plans; 1 -- Some protected areas have up-to-date management plans but they are typically not comprehensive and were not participatorially prepared; 2 -- Most Protected Areas have management plans though some are old, not participatorially prepared or are less than comprehensive;	2	2

Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Target
	3 -- Every protected area has a regularly updated, participatorially prepared, comprehensive management plan		
2.6. Human resources in the project area and responsible institutions are well qualified and motivated	0 -- Human resources are poorly qualified and unmotivated; 1 -- Human resources qualification is spotty, with some well qualified, but many only poorly and in general unmotivated; 2 -- HR in general reasonably qualified, but many lack in motivation, or those that are motivated are not sufficiently qualified; 3 -- Human resources are well qualified and motivated.	1	3
2.7. Management plans in the project area are implemented in a timely manner effectively achieving their objectives	0 -- There is very little implementation of management plans; 1 -- Management plans are poorly implemented and their objectives are rarely met; 2 -- Management plans are usually implemented in a timely manner, though delays typically occur and some objectives are not met; 3 -- Management plans are implemented in a timely manner effectively achieving their objectives	2	3
2.8. Protected area institutions covering the sub-system in the project area are able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their mandate	0 -- Protected area institutions typically are severely underfunded and have no capacity to mobilize sufficient resources; 1 -- Protected area institutions have some funding and are able to mobilize some human and material resources but not enough to effectively implement their mandate; 2 -- Protected area institutions have reasonable capacity to mobilize funding or other resources but not always in sufficient quantities for fully effective implementation of their mandate; 3 -- Protected area institutions are able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their mandate	1	2
2.9. Protected area institutions covering the sub-system in the project area are effectively managed, efficiently deploying their human, financial and other resources to the best effect	0 -- While the protected area institution exists it has no management; 1 -- Institutional management is largely ineffective and does not deploy efficiently the resources at its disposal; 2 -- The institution is reasonably managed, but not always in a fully effective manner and at times does not deploy its resources in the most efficient way; 3 -- The protected area institution is effectively managed, efficiently deploying its human, financial and other resources to the best effect	2	3
2.10. Protected area institutions covering the sub-system in the project area are highly transparent, fully audited, and publicly accountable	0 -- Protected area institutions totally untransparent, not being held accountable and not audited; 1 -- Protected area institutions are not transparent but are occasionally audited without being held publicly accountable; 2 -- Protected area institutions are regularly audited and there is a fair degree of public accountability but the system is not fully transparent; 3 -- The Protected area institutions are highly transparent, fully audited, and publicly accountable	3	3
2.11. There are legally designated protected area institutions covering the sub-system in the project area with the authority to carry out their mandate	0 -- There is no lead institution or agency with a clear mandate or responsibility for protected areas; 1 -- There are one or more institutions or agencies dealing with protected areas but roles and responsibilities are unclear and there are gaps and overlaps in the arrangements; 2 -- There are one or more institutions or agencies dealing with protected areas, the responsibilities of each are fairly clearly defined, but there are still some gaps and overlaps; 3 -- Protected Area institutions have clear legal and institutional mandates and the necessary authority to carry this out	2	3
2.12. Protected areas in the project area are effectively protected	0 -- No enforcement of regulations is taking place; 1 -- Some enforcement of regulations but largely ineffective and external threats remain active; 2 -- Protected area regulations are regularly enforced but are not fully effective and external threats are reduced but not eliminated; 3 -- Protected Area regulations are highly effectively enforced and all external threats are negated	1	2
2.13. Individuals in the protected area institutions covering the sub-system in the project area are able to advance and develop professionally	0 -- No career tracks are developed and no training opportunities are provided; 1 -- Career tracks are weak and training possibilities are few and not managed transparently; 2 -- Clear career tracks developed and training available; HR management however has inadequate performance measurement system;	2	3

Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Target
	3 -- Individuals are able to advance and develop professionally		
2.14. Individuals in the protected area insitutions covering the sub-system in the project area are appropriately skilled for their jobs	0 -- Skills of individuals do not match job requirements; 1 -- Individuals have some or poor skills for their jobs; 2 -- Individuals are reasonably skilled but could further improve for optimum match with job requirement; 3 -- Individuals are appropriately skilled for their jobs	1	2
2.15. Individuals in the protected area insitutions covering the sub-system in the project area are highly motivated	0 -- No motivation at all; 1 -- Motivation uneven, some are but most are not; 2 -- Many individuals are motivated but not all; 3 -- Individuals are highly motivated	2	3
2.16. There are appropriate systems of training, mentoring, and learning in place to maintain a continuous flow of new staff in the protected area insitutions covering the sub-system in the project area	0 -- No mechanisms exist; 1 -- Some mechanisms exist but unable to develop enough and unable to provide the full range of skills needed; 2 -- Mechanisms generally exist to develop skilled professionals, but either not enough of them or unable to cover the full range of skills required; 3 -- There are mechanisms for developing adequate numbers of the full range of highly skilled protected area professionals	1	3
3. Capacity to engage and build consensus among all stakeholders			
3.1. Protected areas in the project area have the political commitment they require	0 -- There is no political will at all, or worse, the prevailing political will runs counter to the interests of protected areas; 1 -- Some political will exists, but is not strong enough to make a difference; 2 -- Reasonable political will exists, but is not always strong enough to fully support protected areas; 3 -- There are very high levels of political will to support protected areas	2	3
3.2. Protected areas in the project area have the public support they require	0 -- The public has little interest in protected areas and there is no significant lobby for protected areas; 1 -- There is limited support for protected areas; 2 -- There is general public support for protected areas and there are various lobby groups such as environmental NGO's strongly pushing them; 3 -- There is tremendous public support in the country for protected areas	1	2
3.3. Protected area institutions covering the sub-system in the project area are mission oriented	0 -- Institutional mission not defined; 1 -- Institutional mission poorly defined and generally not known and internalized at all levels; 2 -- Institutional mission well defined and internalized but not fully embraced; 3 -- Institutional missions are fully internalized and embraced	2	
3.4. Protected area institutions covering the sub-system in the project area can establish the partnerships needed to achieve their objectives	0 -- Protected area institutions operate in isolation; 1 -- Some partnerships in place but significant gaps and existing partnerships achieve little; 2 -- Many partnerships in place with a wide range of agencies, NGOs etc, but there are some gaps, partnerships are not always effective and do not always enable efficient achievement of objectives; 3 -- Protected area institutions establish effective partnerships with other agencies and institutions, including provincial and local governments, NGO's and the private sector to enable achievement of objectives in an efficient and effective manner	2	2
3.5. Individuals in the protected area insitutions covering the sub-system in the project area carry appropriate values, integrity and attitudes	0 -- Individuals carry negative attitude; 1 -- Some individuals have notion of appropriate attitudes and display integrity, but most don't; 2 -- Many individuals carry appropriate values and integrity, but not all; 3 -- Individuals carry appropriate values, integrity and attitudes	3	3
4. Capacity to mobilize information and knowledge			
3.6. Protected area institutions in the protected area insitutions covering the	0 -- Information is virtually lacking; 1 -- Some information exists, but is of poor quality, is of limited usefulness, or is very difficult to access;	2	3

Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Target
sub-system in the project area have the information they need to develop and monitor strategies and action plans for the management of the protected area system	2 -- Much information is easily available and mostly of good quality, but there remain some gaps in quality, coverage and availability; 3 -- Protected area institutions have the information they need to develop and monitor strategies and action plans for the management of the protected area system		
3.7. Protected area institutions in the protected area insitutions covering the sub-system in the project area have the information needed to do their work	0 -- Information is virtually lacking; 1 -- Some information exists, but is of poor quality and of limited usefulness and difficult to access; 2 -- Much information is readily available, mostly of good quality, but there remain some gaps both in quality and quantity; 3 -- Adequate quantities of high quality up to date information for protected area planning, management and monitoring is widely and easily available	2	3
3.8. Individuals working with protected areas in the project area work effectively together as a team	0 -- Individuals work in isolation and don't interact; 1 -- Individuals interact in limited way and sometimes in teams but this is rarely effective and functional; 2 -- Individuals interact regularly and form teams, but this is not always fully effective or functional; 3 -- Individuals interact effectively and form functional teams	2	3
5. Capacity to monitor, evaluate, report and learn			
3.9. Protected area policy of relevance to the project area is continually reviewed and updated	0 -- There is no policy or it is old and not reviewed regularly; 1 -- Policy is only reviewed at irregular intervals; 2 -- Policy is reviewed regularly but not annually; 3 -- National protected areas policy is reviewed annually	2	3
3.10. Society monitors the state of protected areas in the project area	0 -- There is no dialogue at all; 1 -- There is some dialogue going on, but not in the wider public and restricted to specialized circles; 2 -- There is a reasonably open public dialogue going on but certain issues remain taboo; 3 -- There is an open and transparent public dialogue about the state of the protected areas	2	3
3.11. Institutions covering the sub-system in the project area are highly adaptive, responding effectively and immediately to change	0 -- Institutions resist change; 1 -- Institutions do change but only very slowly; 2 -- Institutions tend to adapt in response to change but not always very effectively or with some delay; 3 -- Institutions are highly adaptive, responding effectively and immediately to change	2	3
3.12. Institutions covering the sub-system in the project area have effective internal mechanisms for monitoring, evaluation, reporting and learning	0 -- There are no mechanisms for monitoring, evaluation, reporting or learning; 1 -- There are some mechanisms for monitoring, evaluation, reporting and learning but they are limited and weak; 2 -- Reasonable mechanisms for monitoring, evaluation, reporting and learning are in place but are not as strong or comprehensive as they could be; 3 -- Institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning	1	3
3.13. Individuals in the protected area insitutions covering the sub-system in the project area are adaptive and continue to learn	0 -- There is no measurement of performance or adaptive feedback; 1 -- Performance is irregularly and poorly measured and there is little use of feedback; 2 -- There is significant measurement of performance and some feedback but this is not as thorough or comprehensive as it might be; 3 -- Performance is effectively measured and adaptive feedback utilized	2	3

PART VII. Proposed Modifications to the Protected Area Estate in the Project Area (changes are highlighted)

Category		Name	Status*	Institution responsible	Current areas (ha)			Proposed areas (ha)		
Current	Proposed				Land area	Marine	Total	Land	Marine	Total
NP	NP	Guanahacabibes	Ap	CITMA	23,880	15,950	39,830	23,880	15,950	39,830
NP	NP	Cayos de San Felipe	Id/Adm	ENPFF	1,600	22,630	24,230	1,600	22,630	24,230
APRM	APRM	Guanahacabibes	Id/Adm	Coord Board	77,189	26,106	103,295	101,944	54,258	156,202
ER	ER	Los Pretiles	Id/Adm	ENPFF	456		456	708	1,575	2,283
END	RF	Banco de San Antonio	Id	CITMA (not adm)				0	7,411	7,411
RFM	RFM	San Ubaldo Sabanalamar	Ap	ENPFF	4,895	354	5,249	4,895	354	5,249
NP	NP	Ciénaga de Zapata	Ap	MINAG (EFI)	281,861	137,060	418,921	281,861	137,060	418,921
END	END	Sistema Espeleolacustre de Zapata	Id/Adm	MINAG (EFI)	10,506	4,406	14,912	10,506	4,406	14,912
APRM	APRM	Ciénaga de Zapata	Id/Adm	Coord Board	507,082	15,842	522,924	512,036	66,142	578,178
RF	RF	Guanaroca – Gavilán	Ap	ENPFF	1,874	840	2,714	1,874	840	2,714
RF	RF	Tunas de Zaza	Ap	ENPFF	5,312	732	6,044	5,312	732	6,044
RF	RF	Cayos de Ana María	Ap	ENPFF	982	18,116	19,098	1,012	18,090	19,102
NP	NP	Jardines de la Reina	EP	ENPFF	16,079	200,957	217,036	16,079	200,957	217,036
RF	RF	Macurije- Santa María - Cayos del Medio	Id	ENPFF (not adm)				21,331	9,086	30,417
RF	RF	Ojo de Agua - Guaraijal	Id/Adm	ENPFF	1,492	0	1,492	1,492	0	1,492
RF	RF	Delta del Cauto	Ap	ENPFF	53,684	9,991	63,675	53,684	9,991	63,675
NP	NP	Desembarco del Granma	Ap	ENPFF	26,528	6,132	32,660	26,528	6,132	32,660
END	RF	Banco de Buena Esperanza	Id	ENPFF (not adm)				0	50,452	50,452

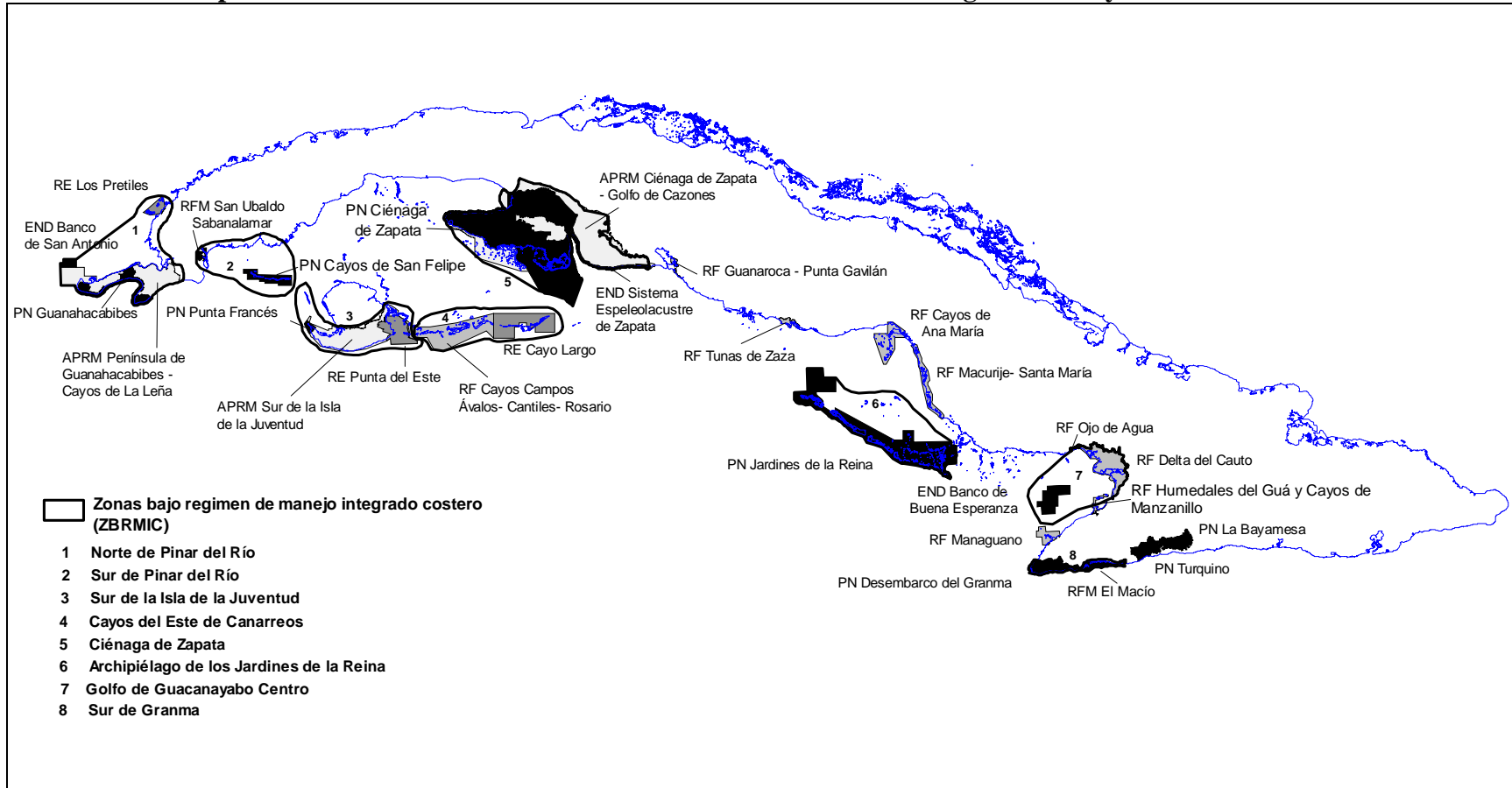
RF	RF	Managuano (Carenero-Levisa)	Id	FF (not adm)				1,255	14,045	15,300
RF	RF	El Macío	Id/Adm	ENPFF	6,631	0	6,631	1,335	12,461	13,796
RF	RF	Humedales del Guá y cayos de Manzanillo	Id	ENPFF (not adm)			5,522			5,522
NP	NP	La Bayamesa	Ep	ENPFF	24,210	0	24,210	24,210	0	24,210
NP	NP	Turquino	Ap	ENPFF	23,210	0	23,210	23,210	0	23,210
RF	NP	Cayos Campos Avalos Cantiles Rosario	Id	ENPFF (not adm)				10,028	88,859	98,887
NP	NP	Punta Francés	Id/Adm	ENPFF	1,562	3,036	4,598	1,562	3,036	4,598
ER	ER	Cayo Largo	Id	Not adm				3,307	67,598	70,905
ER	ER	Punta del Este	Id/Adm	ENPFF	8,209	33,570	41,779	8,209	33,570	41,779
APRM	APRM	Sur de la Isla de la Juventud	Id/Adm	ENPFF	89,920	17,050	106,970	89,920	17,050	106,970
				Totals	1,167,162	512,772	1,685,456	23,880	842,684	2,075,985

*Ap = approved, Id/Adm = identified and with administration, Id = identified, EP = in process of approval

PART VIII. Summary table of ZBRMICs

ZBRMIC		PAs included		
Name	Area (ha)	Name	Area (ha)	
			Current	Proposed
1. Pinar Oeste	428,000	RE Los Pretiles	456	2,283
		END Banco de San Antonio	0	7,411
		Guanahacabibes NP	39,830	39,830
		APRM Guanahacabibes Peninsula	103,295	156,202
2. Pinar Sur	266,100	RFM San Ubaldo Sabanalamar	5,249	5,249
		Cayos de San Felipe NP	24,230	24,230
3. Sur de la Isla de la Juventud	266,500	APRM Sur de la Isla de la Juventud	106,970	106,970
		Punta Francés NP	4,598	4,598
		RE Punta del Este	41,779	41,779
4. Canarreos Este	289,600	RE Cayo Largo	0	70,905
		Cayos Campos Avalos Cantiles Rosario NP	0	98,887
5. Ciénaga de Zapata	743,800	APRM Ciénaga de Zapata – Golfo de Calzones	522,924	578,178
		Ciénaga de Zapata NP	418,921	418,921
		END Sistema Espeleolacustre de Zapata	14,912	14,912
6. Jardines de la Reina	436,300	Jardines de la Reina NP	217,036	217,036
7. Guacanayabo	308,900	END Banco de Buena Esperanza	0	50,452
		RF Ojo de Agua	1,492	1,492
		RF Delta de Cauto	63,675	63,675
		RF Humedales de Guá y Cayos de Manzanillo	5,522	5,522
8. Sur de Granma	49,540	Desembarco de Granma NP	32,660	32,660
		RFM El Macío	6,631	13,796
Totals	5,929,000		1,610,180	1,954,988

PART IX. Proposed locations of Protected Areas and ZBRMIC within the regional sub-system of Marine Protected Areas



PART X. GEF Management Effectiveness Tracking Tool

Section One: Project General Information

1. **Project Name:** Application of a regional approach to the management of marine and coastal protected areas in Cuba's Southern Archipelagos
2. **Project Type (MSP or FSP):** FSP
3. **Project ID (GEF):** tbd
4. **Project ID (IA):** 3973
5. **Implementing Agency:** UNDP
6. **Country(ies):** Cuba

Name of reviewers completing tracking tool and completion dates:

	Name	Title	Agency
Work Program Inclusion			
Project Mid-term			
Final Evaluation/project completion			

7. **Project duration:** *Planned* ___5___ years *Actual* _____ years

8. **Lead Project Executing Agency:** National Centre for Protected Areas (CNAP)

9. GEF Operational Program:

- drylands (OP 1)
- coastal, marine, freshwater (OP 2)
- forests (OP 3)
- mountains (OP 4)
- agro-biodiversity (OP 13)
- integrated ecosystem management (OP 12)
- sustainable land management (OP 15)

Other Operational Program not listed above: _____

10. Project coverage in hectares:

Targets and Timeframe	Foreseen at project start	Achievement at Mid-term Evaluation of Project	Achievement at Final Evaluation of Project
Project Coverage			
Total area in hectares covered by project	5,929,000		
Extent in hectares of protected areas targeted by the project	2,075,985		
Extent in hectares of Zones Under Regimes of Integrated Coastal Management	2,788,740		

Tracking Tool for GEF Biodiversity Focal Area Strategic Priority One:
Catalyzing Sustainability of Protected Area Systems at National Levels

Protected areas that are the target of the GEF intervention.

Name of protected area	Is this a new protected area?	Area in hectares	Global designation or priority lists	Local designation of protected area	IUCN Category for each protected area					
					I	II	III	IV	V	VI
Guanahacabibes	No	39,830		NP		X				
Cayos de San Felipe	No	24,230		NP		X				
Guanahacabibes	No	156,202		APRM						X
Los Pretiles	No	2,283		ER		X				
Banco de San Antonio	Yes	7,411		RF				X		
San Ubaldo Sabanalamar	No	5,249		RFM				X		
Ciénaga de Zapata	No	418,921		NP		X				
Sistema Espeleolacustre de Zapata	No	14,912		END			X			
Ciénaga de Zapata	No	578,178		APRM						X
Guanaroca – Gavilán	No	2,714		RF				X		
Tunas de Zaza	No	6,044		RF				X		
Cayos de Ana María	No	19,102		RF				X		
Jardines de la Reina	No	217,036		NP		X				
Macurije- Santa María - Cayos del Medio	Yes	30,417		RF				X		
Ojo de Agua - Guaraijal	No	1,492		RF				X		
Delta del Cauto	No	63,675		RF				X		

Desembarco del Granma	No	32,660		NP		X				
Banco de Buena Esperanza	Yes	50,452		RF				X		
Managuano (Carenero-Levisa)	Yes	15,300		RF				X		
El Macío	No	13,796		RF				X		
Humedales del Guá y cayos de Manzanillo	No	5,522		RF				X		
La Bayamesa	No	24,210		NP		X				
Turquino	No	23,210		NP		X				
Cayos Campos Avalos Cantiles Rosario	Yes	98,887		NP		X				
Punta Francés	No	4,598		NP		X				
Cayo Largo	Yes	70,905		ER		X				
Punta del Este	No	41,779		ER		X				
Sur de la Isla de la Juventud	No	106,970		APRM						X

Section Two: World Bank/WWF Site-Level Management Effectiveness Tracking Tool for Protected Areas: Summary of METT scores per protected area (see http://www.gefweb.org/uploadedFiles/Focal_Areas/Biodiversity/Biodiversity_GEF_SO_1_Tracking_Tool%20GEF-4.doc for criteria for assignment of scores)

Issue	Protected Area																														
	RE Los Pretiles	END Banco de San Antonio	Guanahacabibes NP	Guanahacabibes APRM	San Ubaldo Sabanalamar	Cayos de San Felipe NP	RF Las Cayamas	Ciénaga de Zapata NP	Sistema Espeleolacustre END	RB Ciénaga de Zapata	RF Guanaroca - Gavilán	RF Delta del Agabama	RF Tunas de Zaza	RF Cayos de Ana María	Jardines de la Reina NP	RF Macurije (Santa María)	RF Ojo de Agua - Guaraíjal	RF Delta del Cauto	END Banco de Buena Esperanza	RF Ensenada de Guá	RF Managuano	Desembarco del Granma NP	RFM Río Macío	Turquino NP	La Bayamesa NP	RE Punta del Este	Punta Francés NP	APRM Sur de la Isla de la Juventud	RF Cayos del Este de Canarreos	RF Cayo Largo	Average
1. Legal status	1	0	3	2	3	2	0	3	2	2	3	0	3	3	2	0	3	3	0	1	0	3	2	3	2	2	2	2	0	0	1.7
2. PA regulations	1	0	2	2	1	1	0	2	2	2	1	0	1	2	1	0	2	2	0	1	0	2	1	2	1	2	1	2	0	0	1.1
3. Law enforcement	1	0	2	2	1	1	0	2	2	2	1	0	1	2	1	0	2	2	0	1	0	2	1	2	1	2	1	2	0	0	1.1
4. PA objectives	2	0	3	2	2	3	0	3	2	2	2	0	2	3	3	0	3	3	0	1	0	3	2	2	1	2	2	2	0	0	1.7
5. PA design	1	3	2	2	3	3	3	2	3	2	3	3	3	1	2	3	3	3	3	2	2	3	1	3	3	3	3	3	3	3	2.6
6. PA boundary demarcation	1	1	2	1	2	2	0	2	1	1	2	1	2	2	1	1	2	2	1	1	1	3	1	3	1	2	1	2	1	1	1.5
7. Management plan	1	0	2	2	2	2	0	3	2	2	2	0	2	2	1	0	1	2	0	0	0	2	1	3	2	2	2	2	2	0	1.4
8. Regular work plan	1	0	3	3	3	2	0	3	2	2	2	0	2	2	2	0	2	3	0	0	0	2	2	2	2	2	1	2	0	0	1.5
9. Resource inventory	1	0	2	2	2	1	0	2	2	2	2	1	2	2	2	1	2	2	1	2	1	2	1	2	2	2	2	2	1	1	1.6

10. Research	1	1	2	2	1	2	1	3	2	2	2	1	2	2	2	1	1	3	0	1	1	2	0	2	1	2	2	2	1	1	1.5	
11. Resource management	2	0	2	2	2	2	1	2	2	2	2	1	2	2	2	1	3	3	0	1	0	3	0	3	1	2	2	2	1	1	1.6	
12. Staff numbers	2	0	2	2	1	2	0	2	1	2	2	0	2	2	1	0	2	3	0	2	0	3	2	3	2	2	1	1	0	0	1.4	
13. Personnel management	1	0	2	1	2	2	0	2	1	2	1	0	1	1	0	0	2	2	0	1	0	2	1	1	1	1	1	1	1	0	1.0	
14. Staff training	1	0	2	2	1	1	0	2	1	2	1	0	1	1	1	0	2	2	0	1	0	2	1	1	1	2	1	2	0	0	1.0	
15. Current budget	1	0	1	1	1	1	0	1	1	1	1	0	1	1	1	0	2	2	0	2	0	1	2	1	1	2	1	1	0	0	0.9	
16. Security of budget	2	0	2	1	2	2	0	2	2	2	2	0	2	2	1	0	2	2	0	1	0	2	1	2	2	1	1	1	0	0	1.2	
17. Management of budget	1	0	2	1	1	1	0	2	0	1	0	0	1	1	1	0	2	2	0	1	0	2	1	2	1	2	1	1	0	0	0.9	
18. Equipment	1	0	2	2	2	2	0	2	1	1	2	0	2	1	0	1	1	1	0	1	0	1	1	2	1	2	1	1	1	0	1.1	
19. Equipment maintenance	1	0	2	2	1	2	0	2	2	2	1	0	1	1	0	0	2	2	0	1	0	1	0	2	0	2	1	2	0	0	1.0	
20. Education and awareness programme	1	0	2	2	2	2	0	3	2	2	2	0	2	2	1	0	2	2	0	1	0	2	2	2	2	2	1	2	0	0	1.4	
21. State and commercial neighbours	2	0	2	2	1	2	0	2	1	1	2	0	1	2	2	0	2	3	0	0	0	2	1	2	0	1	1	1	0	0	1.1	
22. Indigenous people	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
23. Local communities	1	0	1	1	1	1	0	1	1	1	1	0	0	0	0	0	1	2	0	0	0	0	0	0	0	1	0	0	2	0	0	0.5
24. Visitor facilities	1	0	2	2	2	2	0	2	1	1	1	0	0	0	3	0	0	2	0	0	0	1	2	2	0	1	1	2	0	0	0.9	

25. Commercial tourism	1	0	2	2	0	1	0	2	1	1	0	0	0	0	2	0	0	2	0	0	0	0	2	0	1	1	1	0	0	0.6	
26. Fees	2	0	2	1	0	3	0	2	2	2	2	0	0	0	0	0	0	0	0	0	1	0	1	0	0	1	0	1	1	0.7	
27. Condition assessment	3	3	3	3	2	2	3	3	3	2	2	2	2	2	3	2	2	3	3	2	2	3	2	2	2	2	2	3	3	2.4	
28. Access assessment	1	0	2	1	1	1	0	2	1	1	1	0	1	1	0	0	2	2	0	2	0	2	2	2	0	2	1	2	0	0	1.0
29. Economic benefit assessment	1	0	1	1	1	0	0	2	0	1	0	0	1	1	1	0	2	2	0	1	0	2	1	2	1	1	1	1	0	0	0.8
30. Monitoring and evaluation	1	0	2	1	1	1	0	2	1	1	1	0	1	2	1	0	2	2	0	1	0	2	0	2	0	2	1	2	0	0	1.0
Ad. points	1	0	3	3	1	2	0	3	3	3	1	0	1	3	3	0	1	2	0	0	0	3	0	3	2	2	2	2	0	0	1.5
TOTAL (BASELINE)	38	8	62	53	45	51	8	66	47	50	45	9	42	46	40	10	53	66	8	28	7	59	31	61	34	51	39	50	15	11	37.8
TOTAL (TARGET)	50	40	75	65	55	65	40	75	60	65	55	40	55	55	60	45	60	70	40	45	40	65	45	65	60	55	55	55	45	40	54.7
TOTAL (POSIBLE)	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90

Section Three: Overall Sustainability of the NPAS (adapted from Part I of UNDP Financial Sustainability Scorecard)

FINANCIAL SCORECARD PART I: OVERALL FINANCIAL SITUATION OF THE NPAS

Type	CUP	CUC	Total
Financial resources available			
1) Annual budget from central Government assigned to PA management (excluding donor funds and income generated by VNPS)			
PAs managed by CITMA	1,016,901	104,327	1,121,228
PAs managed by ENPFF	395,632	-	395,632
PAs managed by other institutions	-	-	742,691
Co-managed PAs	1,134,999	-	1,134,999
Total	2,547,532	104,327	3,394,550
2) Other annual budget from central Government assigned to PA management			
PAs managed by CITMA	-	-	-
PAs managed by ENPFF	11,533,662	-	11,533,662
PAs managed by other institutions	401,508	-	401,508
Co-managed PAs	-	-	-
Total	11,935,171	-	11,935,171
3) Total annual revenue generation from PAs			
<i>a. Tourism (fees, concessions and taxes)</i>			
PAs managed by CITMA	3,348	191,591	194,939
PAs managed by ENPFF	318,401	238,625	557,026
PAs managed by other institutions	-	74,920	74,920
Co-managed PAs	2,592	14,256	16,848
Sub-total	324,341	519,392	843,733
<i>b. Other productive activities</i>			
PAs managed by CITMA	-	-	-
PAs managed by ENPFF	1,197,496	292,893	1,490,389
PAs managed by other institutions	-	5,940	5,940
Co-managed PAs	8,640	324	8,964
Sub-total	1,206,136	299,157	1,505,293
Total (a+b)	1,530,477	1,038,784	2,569,261
Proportion of PA generated revenues retained for reinvestment	0	0	0
Total PA generated revenue available for reinvestment	0	0	0
Total income (1+2+3)			
PAs managed by CITMA	1,016,901	104,327	1,121,228
PAs managed by ENPFF	11,929,294	-	11,929,294
PAs managed by other institutions	401,508	-	401,508
Co-managed PAs	1,134,999	-	1,134,999
TOTAL INCOME (1+2+3)	14,482,703	104,327	14,587,030
Financial needs			
PAs managed by CITMA	1,041,944	129,187	1,171,131
PAs managed by ENPFF	17,274,347	1,414,295	18,688,642
PAs managed by other institutions	464,065	25,577	489,642
Co-managed PAs	1,032,036	258,369	1,290,406
TOTAL NEEDS	19,812,393	1,827,428	21,639,821
Financing gap			
PAs managed by CITMA	25,043	24,861	49,904
PAs managed by ENPFF	5,345,053	1,414,295	6,759,348
PAs managed by other institutions	62,557	25,577	88,134
Co-managed PAs	-102,963	258,369	155,406
TOTAL DEFICIT	5,329,690	1,723,101	7,052,791

**FINANCIAL SCORECARD PART II: ASSESSING ELEMENTS OF THE FINANCING SYSTEM
(National System of Protected Areas)**

CRITERION	Score (0-3)
Component 1 – Legal, regulatory and institutional frameworks	
Element 1 - Legal, policy and regulatory support for revenue generation by Pas	
(i) Laws are in place that facilitate PA revenue mechanisms	2
(ii) Fiscal instruments such as taxes on tourism and water or tax breaks exist to promote PA financing	2
Element 2 - Legal, policy and regulatory support for revenue sharing within the PA system	
(i) Laws, policies and procedures are in place for PA revenues to be retained by the PA system	2
(ii) Laws, policies and procedures are in place for PA revenues to be retained, in part, at the PA site level	2
(iii) Laws, policies and procedures are in place for revenue sharing at the PA site level with local stakeholders	2
Element 3 - Legal and regulatory conditions for establishing endowment or trust funds	
(i) A Trust Fund has been established and capitalized to finance the PA system	0
(ii) Trust Funds have been created to finance specific PAs	0
(iii) Trust Funds are integrated into the national PA financing systems	0
Element 4 - Legal, policy and regulatory support for alternative institutional arrangements for PA management	
(i) There are laws which allow and regulate delegation of PA management and associated financial management for concessions	2
(ii) There are laws which allow and regulate delegation of PA management and associated financial management for co-management	2
(ii) There are laws which allow and regulate delegation of PA management and associated financial management to local government	3
(iv) There are laws which allow and regulate delegation of PA management and associated financial management for private reserves	N/A
Element 5 - National PA financing strategies	
(i) Policy for revenue generation and fee levels across PAs	3
(ii) Criteria for allocation of PA budgets to PA sites (business plans, performance etc)	1
(iii) Safeguards are in place to ensure that revenue generation does not adversely affect conservation objectives of PAs	1
(iii) Policy to require all PA management plans to include financial sections based on standardized format and criteria	1
(iv) Degree of implementation of national financing strategy and adoption of policies	1
Element 6 - Economic valuation of protected area systems	
(i) Economic data on PA values exists	1
(ii) PA economic values are recognized across government	2
Element 7 - Improved government budgeting for PA systems	
(i) Government policy promotes budgetary planning for PAs based on financial needs stipulated in PA management plans.	3
(ii) PA budgets include provision for tackling threats originating in surrounding areas	3
(iii) Administrative procedures facilitate execution, reducing the risk of budgetary cutbacks as a result of poor execution	2
(iii) The Treasury has plans for increased budgetary allocation to reduce financing gap	2
Element 8 - Clearly defined institutional responsibilities for PA management and financing	
(i) Mandates of institutions regarding PA finances are clear and agreed	1

Element 9 - Well-defined staffing requirements, profiles and incentives at site and system level	
(i) There are sufficient number of positions for economists and financial planners and analysts in the PA authorities to properly manage the finances of the PA system	1
(ii) Laws and regulations motivate PA managers to promote site level financial sustainability	3
(iii) PA site managers are accountable for balanced budgets	0
(iv) TORs for PA staff include responsibilities for revenue generation, financial management and cost-effectiveness	3
(v) PA managers have the flexibility to budget and plan for the long-term	3
(vi) Incentives are offered for PA managers to implement business plans	3
TOTAL COMPONENT 1: 51	
Component 2 – Business planning and tools for cost-effective management	
Element 1 - Site-level business planning	
(i) Business plans, based on standard formats, are developed for up to four pilot sites	3
(ii) Business plans implemented at the pilot sites, measured by degree of achievement of objectives	3
(iii) Business plans developed for all appropriate sites	1
(iv) Business plans are directly linked to management plan goals and objectives	1
(v) Preparation of participatory management plans including business plans in use across the PA network	1
(vi) Monitoring and reporting on business plans through enhanced activity-based cost accounting that feeds into system-wide accounting and budgeting	2
Element 2 - Operational, transparent and useful accounting and auditing systems	
(i) Transparent and coordinated cost and investment accounting systems are operational	1
(ii) Revenue tracking systems for each PA in place and operational	3
(iii) Regular monitoring and reporting of PA investments and revenue generation occurs	1
Element 3 - Systems for monitoring and reporting on financial management performance	
(i) All PA revenues and expenditures are fully and accurately reported and tracked by government and are made transparent	3
(ii) Positive return on investments from capital improvements measured and reported	3
(iii) Financial performance of PAs is evaluated and reported (linked to cost-effectiveness)	1
Element 4 - Methods for allocating funds across individual PA sites	
(i) National PA budget is appropriately allocated to sites based on criteria agreed in national financing strategy	0
(ii) Policy and criteria for allocating funds to co-managed PAs complement site-based fundraising efforts	0
Element 5 - Training and support networks to enable PA managers to operate more cost-effectively	
(i) Guidance on cost-effective management developed and being used by PA managers	2
(ii) Operational and investment cost comparisons between PA sites complete, available and being used to track PA manager performance	1
(iii) Monitoring and learning systems of cost-effectiveness are in place and feed into management policy and planning	0
(iv) PA site managers are trained in financial management and cost-effective management	2
(v) PA site managers share costs of common practices with each other and with PA headquarters	3
TOTAL COMPONENT 2: 31	
Component 3: Tools for revenue generation	
Element 1 - Increase in number and variety of revenue sources used across the PA system	
(i) An up-to-date analysis of all revenue options for the country complete and available including feasibility studies	1
(ii) There is a diverse set of sources and mechanisms generating funds for the PA system	2
(iii) A number of PAs are operating effective revenue mechanisms and generating positive returns	0
Element 2 - Setting and establishment of user fees across the PA system	
(i) A system wide strategy and implementation plan for user fees is complete and adopted by government	1
(ii) The national tourism industry and Ministry are supportive and are partners in the PA user fee system and programmes	0

(iii) Tourism-related infrastructure investment is proposed and is made for PA sites across the network based on revenue potential, return on investment and level of entrance fees	1
(iv) Where tourism is promoted PA managers can demonstrate maximum revenue whilst still meeting PA conservation objectives	1
(v) Non-tourism user fees are applied and generate additional revenue	1
Element 3 - Effective fee collection systems	
(i) A system-wide strategy and implementation plan for fee collection is complete and adopted by PA authorities (including co-managers)	3
Element 4 - Marketing and communication strategies for revenue generation mechanisms	
(i) Communication campaigns and marketing for the public about the tourism fees, new conservation taxes etc are widespread and high profile	0
Element 5 - Operational PES schemes for PAs15	
(i) A system-wide strategy and implementation plan for PES is complete and adopted by government	0
(ii) Pilot PES schemes at select sites are developed	1
(iii) Operational performance of pilots is evaluated and reported	1
(iv) Scale up of PES across the PA system is underway	0
Element 6 - Operational concessions within PAs	
(i) A system-wide strategy and implementation plan is complete and adopted by government for concessions	0
(ii) Concession opportunities are identified at the site and system levels	1
(iii) Concession opportunities are operational at pilot sites	0
(iv) Operational performance of pilots is evaluated, reported and acted upon	0
Element 7 - PA training programmes on revenue generation mechanisms	
(i) Training courses are run by the government and other competent organizations for PA managers on revenue mechanisms and financial administration	2
TOTAL COMPONENT 3:	15
TOTAL SCORE (1+2+3):	97
TOTAL POSSIBLE SCORE:	201
ACTUAL SCORE AS A PERCENTAGE OF TOTAL POSSIBLE SCORE	48.2%

SIGNATURE PAGE

Country: Cuba

UNDAF Outcome(s)/Indicator(s): 3.3 Promoted a greater incorporation of strategies for conservation and the sustainable use of biodiversity in national development plans, in order to reverse the loss of biodiversity. / Ind: Number of national signification SNAP Areas with:
Legal recognition; limits clearly defined, effective administration established; management plan implemented.

Expected Outcome(s)/Indicator (s): 3. Promoted strategies for conservation and the sustainable use of biodiversity

Expected Output(s)/Indicator(s): 3.1. National System of Protected Areas strengthened. / Ind: % of national signification SNAP Areas with effective administration established and management plan implemented / % of increase of the protected areas management efficiency. / Marine landscape areas administrated like protected areas and/or declared as fishing reserve.

Government: Ministry of Foreign Trade and Investment (MINCEX)

National Executing Institution/
Implementing partner: Ministry of Science, Technology and Environment (CITMA) /
National Center for Protected Areas (CNAP)

<p>Programme Period: <u>2008-2012</u> Programme Component: <u>Environment and Sustainable development</u> Project Title: <u>PIMS 3973 BD FSP Cuba Application of a regional approach to the management of marine and coastal protected areas in Cuba's Southern Archipelagos</u> Project ID: <u>00070074</u> Project Duration: <u>5 years.</u> Management Arrangement: <u>NIM</u></p>
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Total budget:	19,814,907
Allocated resources:	19,760,000
• Government	13,810,000
• GEF	5,710,000
Other:	
• Nature Canada	127,000
• Birdlife International	110,000
• International Ocean Institute	3,000
In kind contributions	
• UNDP-Cuba	54,907

Agreed by:
 Government / MINCEX Rogemar Gonzalez Gran Directora DVEI 28/9/09
 Name Title Date

Agreed by:
 Implementing partner / CITMA Dra. Mari Teja Garcia Garcia Directora CNAP. 28/9/09
 Name Title Date

Agreed by:
 UNDP Norman M. Ade Resident Representative 30 Sept 2009.
 Name Title Date