



CEO Endorsement (CEO) entry - Full sized Project Child – GEF - 7

Integrated approach to proactive management of human-wildlife conflict and wildlife crime in hotspot landscapes in Namibia

Part I: Project Information

Name of Parent Program

[Global Wildlife Program](#)

GEF ID

10244

Project Type

FSP

Type of Trust Fund

GET

CBIT/NGI

CBIT

NGI

Project Title

Integrated approach to proactive management of human-wildlife conflict and wildlife crime in hotspot landscapes in Namibia

Countries

Namibia

Agency(ies)

UNDP

Other Executing Partner(s)

Ministry of Environment and Tourism (MET)

Executing Partner Type

Government

GEF Focal Area

Multi Focal Area

Taxonomy

Focal Areas, Influencing models, Stakeholders, Gender Equality, Capacity, Knowledge and Research, Protected Areas and Landscapes, Biodiversity, Community Based Natural Resource Mngt, Terrestrial Protected Areas, Species, Wildlife for Sustainable Development, Threatened Species, Illegal Wildlife Trade, Mainstreaming, Tourism, Financial and Accounting, Conservation Finance, Biomes, Temperate Forests, Grasslands, Demonstrate innovative approach, Strengthen institutional capacity and decision-making, Communications, Education, Public Campaigns, Behavior change, Awareness Raising, Private Sector, Individuals/Entrepreneurs, Large corporations, SMEs, Civil Society, Non-Governmental Organization, Community Based Organization, Academia, Indigenous Peoples, Type of Engagement, Partnership, Participation, Information Dissemination, Consultation, Local Communities, Land Degradation, Sustainable Land Management, Income Generating Activities, Community-Based Natural Resource Management, Sustainable Livelihoods, Climate Change, Climate Change Adaptation, Climate resilience, Gender Mainstreaming, Gender-sensitive indicators, Beneficiaries, Women groups, Sex-disaggregated indicators, Gender results areas, Capacity Development, Access and control over natural resources, Access to benefits and services, Participation and leadership, Innovation, Knowledge Exchange, Learning, Adaptive management, Knowledge Generation, Targeted Research

Rio Markers**Climate Change Mitigation**

Climate Change Mitigation 0

Climate Change Adaptation

Climate Change Adaptation 1

Submission Date

12/4/2020

Expected Implementation Start

1/4/2021

Expected Completion Date

12/3/2026

Duration

72In Months

Agency Fee(\$)

562,232.00

A. FOCAL/NON-FOCAL AREA ELEMENTS

Objectives/Programs	Focal Area Outcomes	Trust Fund	GEF Amount(\$)	Co-Fin Amount(\$)
BD-1-2a	Mainstream biodiversity across sectors as well as landscapes and seascapes, through the Global Wildlife Programme, to prevent extinction of known threatened species	GET	2,143,500.00	18,403,000.00
BD-1-2b	Mainstream biodiversity across sectors as well as landscapes and seascapes through Global Wildlife Programme for sustainable development	GET	4,103,518.00	35,123,629.00
Total Project Cost(\$)			6,247,018.00	53,526,629.00

B. Project description summary

Project Objective

To incentivize wildlife conservation through proactive management of human-wildlife conflict and wildlife crime, and delivery of wildlife-based benefits to rural communities in three hotspot landscapes

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
1. Management, prevention and mitigation of human-wildlife conflict	Investment	<p><i>Improved capacities to prevent, mitigate and respond to HWC incidents leads to a reduction in the number of reported HWC incidents, and an improved response to reported incidents of HWC.</i></p> <p>Indicated by:</p> <ul style="list-style-type: none"> - A reduction in the average number (per annum) of validated HWC incidents in targeted conservancies from >106 to <90. - An improvement in the average response time (hours) to reported HWC incidents in targeted conservancies from >72 hrs to <24 hrs. 	<p>1.1 A national HWC information management centre and three regional HWC response management units are staffed, trained and equipped to manage HWC information, and coordinate responses to reported cases of human-wildlife conflict, in the hotspot landscapes.</p> <p>1.2 Human-elephant conflict preventative measures are implemented in the hotspot landscapes to prevent or mitigate damage to village infrastructure.</p> <p>1.3 Human-predator conflict preventative measures are implemented in the hotspot landscapes to prevent or mitigate</p>	GET	1,994,100.00	20,272,504.00

- An increase in the number of approved HWC management plans in targeted conservancies that are under implementation from 0 to 5.

stock losses and injury/loss of human lives.

1.4 Monitoring of damage-causing lion and elephant movements is undertaken, and **targeted research on the efficacy of predator and elephant HWC mitigation measures** is conducted, to guide the ongoing development and implementation of local HWC management plans in the hotspot landscapes.

2. Combating wildlife crime and protecting wildlife populations	Investment	<p><i>Strengthened anti-poaching capacities, and science-based management and monitoring of high-value/ high-risk species leads to a reduction in number of wildlife crime incidents.</i></p> <p>Indicated by:</p> <p>- A >15% reduction (as a % of the baseline) in the total number of elephants and rhinos</p>	<p>2.1 Operational capacities of the Wildlife Protection Service (WPS) anti-poaching staff and anti-poaching units (APUs) are enhanced to improve anti-poaching efforts in the hotspot landscapes.</p> <p>2.2 Focused research and monitoring of high-risk, high value wildlife species is implemented, and used to guide the</p>	GET	1,392,800.00	14,436,428.00
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poached per annum in the hotspot landscapes.

- An increase in the number of successful arrests and prosecutions of poachers (as a proportion of the total number of rhino and elephant poaching incidents in the hotspot landscapes) from <60 to 70 per annum.

- An increase in the total number of elephant (~4,000 at baseline) and black rhino (< 2,000 at baseline) populations in the hotspot landscapes to >4,000 and 2,200 respectively

ongoing development and implementation of science-based management plans for the protection of high-risk, high-value wildlife populations in the hotspot landscapes.

3. Building the wildlife-based economy to promote co-existence	Technical Assistance	<p><i>Growth in the wildlife-based economy of the hotspot landscapes leads to an increase in income and benefits to conservancy members.</i></p> <p>Indicated by:</p> <p>- An increase in the total number of conservancy members (disaggregated by</p>	<p>3.1 The enabling environment (including <i>inter alia</i>: conceptual planning; feasibility assessments; business planning; marketing of JV opportunity; legal and regulatory compliance; provision of security; installation of services; construction</p>	GET	1,872,140.00	15,559,497.00
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gender) directly employed by/in wildlife-based businesses in targeted conservancies from 748 (M=553; F=194) to 885 (M=581; F=304).

- An increase in the total value of income (N\$ per annum) in conservancies from the wildlife-based economy in targeted conservancies from N\$119,541,809 to N\$171,495,990.

- An improvement in the % of targeted conservancies that are generating enough returns to: (i) cover operational costs from own income; and (ii) provide benefits to members (baseline <40% and <25%) to 50% and 35% respectively.

- At least 60 (M=25; F=35; Youth=50) individuals from targeted conservancies complete formal (nature-based

of access infrastructure; etc.) **for the ongoing identification and negotiation of JVs with private sector partners** in the development of new lodges in targeted conservancies is strengthened to ensure improved community benefits from wildlife-based tourism, and related business enterprises, in the hotspot landscapes.

3.2 The **development of individual skills and capacities** enables conservancy members to obtain employment in wildlife-based tourism and related business enterprises in conservancies in the hotspot landscapes.

3.3 Opportunities to **diversify income streams** are developed and piloted in conservancies to help incrementally improve their financial sustainability.

tourism) skills training courses and/or obtain accreditation.

4. Knowledge management, stakeholder coordination and monitoring and evaluation	Technical Assistance	<p><i>Enhanced knowledge sharing, monitoring and evaluation of HWC and WC management measures in the hotspot landscapes leads to improved cooperation and coordination of effort between stakeholders.</i></p>	<p>4.1 WC and HWC knowledge sharing mechanisms are developed and implemented to facilitate the constructive participation of local, national and regional stakeholders in combatting WC and managing HWC.</p>	GET	690,501.00	333,500.00
		<p>Indicated by:</p> <ul style="list-style-type: none"> - More than 10 case studies/best practice knowledge management products developed and disseminated through GWP and other knowledge-sharing platforms. - More than 12 informal dialogues and formal information-sharing sessions hosted per annum in the hotspot landscapes. - At least 350 (210=M; 140=F) individuals participating in knowledge-sharing opportunities 	<p>4.2 A project-based monitoring and evaluation system, incorporating gender mainstreaming and social safeguards, is maintained to gauge the project's ongoing contribution to the Global Wildlife Program (GWP).</p>			

(including exchange
programmes and
national, regional and
global HWC/WC
meetings)

	Sub Total (\$)	5,949,541.00	50,601,929.00
Project Management Cost (PMC)			
	GET	297,477.00	2,924,700.00
	Sub Total(\$)	297,477.00	2,924,700.00
	Total Project Cost(\$)	6,247,018.00	53,526,629.00

C. Sources of Co-financing for the Project by name and by type

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Investment Mobilized	Amount(\$)
Recipient Country Government	Ministry of Environment, Forestry and Tourism	Grant	Investment mobilized	11,300,000.00
Recipient Country Government	Ministry of Environment, Forestry and Tourism	In-kind	Recurrent expenditures	30,411,000.00
Donor Agency	KfW Development Bank	Public Investment	Investment mobilized	11,715,629.00
GEF Agency	UNDP	In-kind	Recurrent expenditures	100,000.00
			Total Co-Financing(\$)	53,526,629.00

Describe how any "Investment Mobilized" was identified

Investment mobilized represents parallel investments and allocations made by the Government of Namibia through the Namibian Game Products Trust Fund (GPTF) for implementation of the Revised National Policy on Human Wildlife Conflict (including the HWC Self-Reliance Scheme), the CBNRM Programme in conservancies, wildlife-crime prevention, and wildlife research and monitoring. It also includes investment raised by the Government through the KfW-supported, government-led NAM Parks programme (for improvements to protected area infrastructure and PA management effectiveness) and parallel investments made by the German Government through the Development Bank KfW for strengthening of protected area Anti-Poaching Units (under the Integrated Wildlife Protection Service Project), and support for the Community Conservation Fund of Namibia (CCFN), with a focus on addressing Human-Wildlife Conflict in community conservancies. The cofinance committed by KfW is slightly less (in the order of US\$5.2 million) than was anticipated at Concept stage, mainly since the NAM Parks programme, through which much of the KfW cofinance will be delivered, will focus mostly on national parks that are not in the selected project hotspots. At Concept stage, the possibility of cofinance from Yahoo-Japan (who had previously provided cash cofinance for anti-poaching strengthening in Namibia) had been indicated, but this private sector company has since shifted its offshore investment priorities elsewhere. The project will engage with the private sector, particularly in the tourism sector, during the project implementation phase (see Section 4 below) to develop collaborative working partnerships and to secure further cofinance, building on the goodwill demonstrated, for example, by the Namibian banking sector and others in the establishment under the MEFT of the Covid-19 Conservation Relief, Recovery and Resilience Facility in Namibia. Though the value of cofinance realized is slightly reduced from that anticipated at Concept, the cofinancing ratio is in the order of 1:8. - KfW co-financing is in EUR and the amount mentioned here is equivalent to USD based on UN rate November 2020 - MEFT of the Covid-19 Conservation Relief, Recovery and Resilience Facility is a fund that has been set up under the MEFT to enable community conservancies to respond to and recover from the immediate impacts of COVID-19 - the loss of tourism income in these conservancies has placed the jobs of some 700 community patrollers and rhino rangers, 300 conservancy support staff, and at least 1175 tourism staff at risk. The Facility is supported by investments from Government, the private sector and NGO partners.

D. Trust Fund Resources Requested by Agency(ies), Country(ies), Focal Area and the Programming of Funds

Agency	Trust Fund	Country	Focal Area	Programming of Funds	Amount(\$)	Fee(\$)
UNDP	GET	Namibia	Biodiversity	BD STAR Allocation	6,247,018	562,232
Total Grant Resources(\$)					6,247,018.00	562,232.00

E. Non Grant Instrument

NON-GRANT INSTRUMENT at CEO Endorsement

Includes Non grant instruments? **No**

Includes reflow to GEF? **No**

F. Project Preparation Grant (PPG)

PPG Required

PPG Amount (\$)

175,000

PPG Agency Fee (\$)

15,750

Agency	Trust Fund	Country	Focal Area	Programming of Funds	Amount(\$)	Fee(\$)
UNDP	GET	Namibia	Biodiversity	BD STAR Allocation	150,000	13,500
UNDP	GET	Namibia	Land Degradation	LD STAR Allocation	25,000	2,250
Total Project Costs(\$)					175,000.00	15,750.00

Core Indicators

Indicator 1 Terrestrial protected areas created or under improved management for conservation and sustainable use

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)
0.00	3,004,500.00	0.00	0.00

Indicator 1.1 Terrestrial Protected Areas Newly created

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Total Ha (Achieved at MTR)	Total Ha (Achieved at TE)
0.00	0.00	0.00	0.00

Name of the Protected Area	WDPA ID	IUCN Category	Total Ha (Expected at PIF)	Total Ha (Expected at CEO Endorsement)	Total Ha (Achieved at MTR)	Total Ha (Achieved at TE)
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Indicator 1.2 Terrestrial Protected Areas Under improved Management effectiveness

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Total Ha (Achieved at MTR)	Total Ha (Achieved at TE)
0.00	3,004,500.00	0.00	0.00

Name of the Protected Area	WDPA ID	IUCN Category	Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Total Ha (Achieved at MTR)	Total Ha (Achieved at TE)	METT score (Baseline at CEO Endorsement)	METT score (Achieved at MTR)	METT score (Achieved at TE)
Bwabwata National Park	145516	National Park		610,000.00			63.00		
Etosha National Park	884	National Park		2,293,500.00			61.00		
Mudumu National Park	30051	National Park		101,000.00			64.00		

Indicator 4 Area of landscapes under improved practices (hectares; excluding protected areas)

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)
0.00	689500.00	0.00	0.00

Indicator 4.1 Area of landscapes under improved management to benefit biodiversity (hectares, qualitative assessment, non-certified)

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)
	689,500.00		

Indicator 4.2 Area of landscapes that meets national or international third party certification that incorporates biodiversity considerations (hectares)

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)

Type/Name of Third Party Certification

Indicator 4.3 Area of landscapes under sustainable land management in production systems

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)

Indicator 4.4 Area of High Conservation Value Forest (HCVF) loss avoided

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)

Documents (Please upload document(s) that justifies the HCVF)

Title	Submitted

Indicator 11 Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment

	Number (Expected at PIF)	Number (Expected at CEO Endorsement)	Number (Achieved at MTR)	Number (Achieved at TE)
Female		2,220		

Male		2,300		
Total	0	4520	0	0

Part II. Project Justification

1a. Project Description

- 1) the global environmental and/or adaptation problems, root causes and barriers that need to be addressed (systems description):

Section II Development Challenge ('Project context', 'Problems and root causes', and 'Barriers to addressing these problems') of the UNDP Project Document (PRODOC) has been updated but remains fully aligned with the description in the original Concept Note.

Namibia's protected area network and its flagship Community Based Natural Resource Management Programme, lies at the heart of its strategy for conserving its unique and significant biodiversity and ecosystems, in support of sustainable and inclusive green growth and improved governance and accountability. The country is home to two internationally recognised, endemic-rich, biodiversity hotspots and important populations of high-value, threatened species such as rhinoceros, elephants, lions, cheetahs, African wild dogs (or Painted Dogs), and pangolins.

This globally significant biodiversity faces critical threats to its survival, key among these being:

- (i) escalating *Human-Wildlife Conflict (HWC)* – especially involving elephants, feline predators, crocodiles and hippopotamus (through damage to crops and infrastructure, loss of life or injuries to people and livestock mortalities) – creating a strong disincentive among affected people to conserve wild animals; and
- (ii) the persistent threat posed by wildlife crime (WC) – notably poaching, through organized crime syndicates and incidental illegal killing for subsistence purposes or retaliation resulting from HWC – to populations of high-value, high-risk species such as elephants, rhinoceros, and pangolins.

The drivers of the systemic threats in these landscapes are complex and interlinked. They include: (a) an escalation of unplanned human settlement and agricultural and industrial encroachment into former wildlife habitats or migratory pathways, leading to increasing competition between people and wildlife for land and water resources, and an increased incidence of HWC; (b) under-resourcing of protected areas, wildlife management agencies and community-based conservancies, resulting in a limited capacity to effectively manage and monitor wildlife populations and respond to incidents of HWC and wildlife crime (with this situation made more acute due to the impacts of the COVID-19 pandemic – as described below); and (c) a continued reliance on agricultural land uses that increase the risk of HWC, and limited alternative opportunities for sustainable economic development in rural communities living in and adjacent to conservation areas, leading to negative perceptions of wildlife due to the consequences of HWC.

Current efforts to address HWC and WC in ways that increase the benefits flowing from wildlife conservation to communities and farmers are being impeded by four main barriers, including: gaps and inefficiencies in institutional capacity and resources to mitigate, manage and prevent HWC at scale; constraints on capacity to protect wildlife populations and reduce the incidence of wildlife crime; weak diversification in the wildlife-based economy, with inadequate benefits flowing to communities who live with wildlife; and, an under-developed HWC-WC information-sharing and knowledge-management network, leading to limited stakeholder involvement and preparedness and weak cooperation and collaboration (See paragraphs 18 to 22 of the UNDP PRODOC for further elaboration).

The viability of the entire conservation effort in Namibia has recently been further challenged by the far-reaching and cascading impacts of global and national measures to respond to the COVID-19 pandemic, the first case of which in Namibia was recorded in March 2020. Global and national travel restrictions, and other disease-containment and mitigation measures, as well as health risks posed by the disease itself, have brought the ecotourism sector to a standstill and have affected the ability of wildlife management authorities and community conservancies to carry out core operations (including their ability to effectively address both human-wildlife conflict and wildlife crime). It has also caused major disruption to the country's flagship Community-Based Natural Resource Management (CBNRM) programme, which is critical in providing protection to significant wildlife populations over large areas of the country through registered community conservancies. These conservancies rely heavily on tourism and conservation hunting to fund their conservation functions, provide jobs and support the broader socio-economic development of rural communities.

To ensure that the design of the project takes the impacts of COVID-19 into proper account, an analysis of the impacts and risks associated with the pandemic was undertaken - the results are presented in [Annex 14](#) to the UNDP PRODOC (COVID-19 Risk/Opportunity Analysis and Action Framework), and are also reflected under *PART I: Development Challenge*; and *PART III: Project Strategy* (especially under 'Risks', paragraphs 107 to 111). The analysis shows that the impacts of the COVID-19 pandemic in Namibia have served as a significant 'threat multiplier' adding complexity to the barriers to achieving the project's desired impact goal, and intensifying the challenges associated with overcoming them.

Much of Namibia's tourism, and almost all of it in communally managed conservation areas, is linked to wildlife (or other nature-based experiences). Through wages and salaries, the wildlife conservation and conservation hunting sectors contribute the bulk of cash income to rural households, and a large proportion of tourism-related revenues cover the operating costs of conservancies^[1]. Tourism earnings in national parks also feed into the country's Game Product's Trust Fund which, in turn, supports socio-economic development and conservation-related schemes under the country's Community Based Natural Resource Management programme, and provides revenue for offsetting the costs of human-wildlife conflict. Disruption of tourism revenue streams flowing from nature/wildlife conservation is, therefore, expected to impact significantly on both wildlife and people in Namibia especially vulnerable rural communities in the project's target landscapes.

Cash flow disruptions pose a significant risk to conservancy business operations (which comprise a closely-interconnected web of community-led tourism-related and conservation enterprises), and the viability of the Joint Venture partnership schemes that form the economic backbone of Namibia's Community Based Natural Resource Management programme. If tourism and the conservation hunting sectors do not pick up, Joint Venture partners may be unable to guarantee payment of concession fees to conservancies, there will be significant losses of jobs, cash income and ancillary or in-kind benefits to communities. Losses of tourism- and conservation-related jobs, in turn, may impact on people's perceptions of the value of living with wildlife, especially in HWC hotspot landscapes.

Conservation operations have also been disrupted through both direct and indirect impacts of COVID-19, with the heavy impacts experienced in Namibia's community conservancies. Some of the key impacts are: (i) Reduced operational effectiveness due to disrupted conservancy management (e.g. Community Trusts not meeting, breakdowns in social networks, suspension of staff recruitments and deployments, and lack of decision-making regarding conservation action); (ii) reduced capacity for wildlife patrolling and monitoring, leaving conservancies, in particular, more vulnerable to wildlife crime; (iii) increased vulnerability of both human and wildlife populations due to weakened capacity to respond to and manage the incidence of human-wildlife conflict, and potential shortfalls in funds available for HWC-compensation schemes; and, (iv) reduced flow of information between conservancy members and the conservancy leadership (and between Conservancy Trusts and counterparts in the MEFT), due to the constraints posed by restrictions on travel and physical gatherings (and people's concerns about becoming infected), forcing reliance on virtual communications. Most conservancy members rely on mobile phones and Apps such as WhatsApp and other social media platforms for communication, but weak network coverage in many areas and the costs of data have limited accessibility for some conservancy members. Disruption of the mobile community game-guard system in conservancies has also affected the flow of information between conservancy members and the conservancy leadership.

The project has been designed specifically to address these impacts and plans are in place to mitigate the impacts and risks presented by COVID-19 (See UNDP PRODOC, paragraphs 107 to 111, Tables 3 and 4, [Annex 14](#), and CEO ER Section 2, item 5).

2) the baseline scenario and any associated baseline projects:

Section III: Strategy ('Baseline scenario and projects') of the UNDP PRODOC has been updated but remains fully aligned with the description in the original Concept Note.

Over the past 20 years, a strong baseline of government-led and donor-funded programmes and projects has contributed to expansion and strengthening of the protected area and conservancy network, unleashing its economic potential and addressing risks to its sustainability – such as financial and capacity shortfalls, increasing wildlife crime and human-wildlife conflict, and worsening impacts of climate change. These initiatives include past and current GEF-financed projects supported by UNDP and the World Bank (such as SPAN, NAMPLACE, PASS, and ICEMA - see PRODOC, paragraph 24); The long-running Namibia National Parks Programme (NAMPLACE), funded through the German Development Bank; and numerous other programmes of action supported by international donor agencies, international and local NGOs and private sector partners (see UNDP PRODOC paragraphs 23 to 27 and Table 2 for details).

In seeking to consolidate and scale-up proactive measures to address HWC and WC in integrated ways, incentivize conservation through building a diversified wildlife-based economy, and promote greater interagency cooperation and stakeholder participation, the project will build on and align with a large number of baseline interventions.

Key among these are:

- (i) large-scale projects supported by international donors and development organizations, including: NAMPLACE Phase V, and the Integrated Wildlife Protection Project (supported by KfW); the USAID/WWF-supported project to combat wildlife crime in the KAZA-TFCA; a number of projects supported by GIZ (implementation of a national wildlife crime communications campaign, the *Community-based Natural Resource Management Conservancy Support Project* (focused on development of conservancy and HWC management plans), and aspects of the country's developing BioEconomy Programme; and the GEF-financed, UNDP-supported NILALEG project (*Namibia Integrated Landscape Approach for enhancing Livelihoods and Environmental Governance to Eradicate Poverty*), which works to assist farmers and local communities to plan for and manage agricultural lands, rangelands and forest resources on a sustainable basis, generating livelihoods in a manner that promotes conservation and sustainable use of biodiversity, sustainable land and forest management, and climate change mitigation.
- (ii) At least 25 local initiatives that specifically seek to mitigate HWC in conservancies, support community-based enterprise development in conservancies, and address poaching of iconic species in the project hotspot landscapes. These are implemented by a variety of NGOs including: WWF-Namibia (the Wildlife Credits Scheme in conservancies; and capacity-strengthening for anti-poaching and addressing IWT at national scale and in each of the three target landscapes); Elephant-Human Relations Aid, EHRA (working on advocacy, HWC-support and monitoring of elephants in the North-West hotspot landscape); Integrated Rural Development and Nature Conservation, IRDNC (focused on HWC and WC-reduction in the Kunene Region and the KAZA-TFCA); the Legal Assiatcne Centre, LAC (working to build capacity of law enforcement agencies to successfully investigate and prosecute syndicated poaching of rhino and elephant); the Namibia Nature Foundation, NNF (working in all three project-targeted landscapes to implement a Rhino Custodians programme, and provide support to efforts to address wildlife crime); the Save the Rhino Trust, SRT (monitoring and protection of rhinos in the Nort-West hotspot landscape); Space for Giants (specialist training for anti-poaching in the KAZA-TFCA domain and strengthening of the judiciary); various projects focused on monitoring lions and reducing HPC (the Desert Lion Conservation Project, Africat Namibia, Desert Lions Human Relations Aid, Kunene Conservation Research and the Namibian Lion Trust in the desert lion homerange, and the Kwando Carnivore project in the Mudumu-South complex); and the Namibian Association of CBNRM Support Organizaitons (NACSO) which provides support to conservancies and will administer the Conservancy Conservation Fund of Namibia.
- (iii) The collaboration between the MEFT, the Anti-Corruption Commission, and the United Nations Office on Drugs and Crime (UNODC) to strengthen Namibia's responses to wildlife and forest crime, including through implementation of the International Consortium on Combating Wildlife and Forest Crime (ICWC) Toolkit and the ICWC Indicator Framework.

Since the approval of the Concept Note, and as an immediate response to the crisis created by the COVID-19 pandemic, the MEFT, with support of both national and international partners^[2], has established a *Conservation Relief, Recovery and Resilience Facility*. This fund (valued at about US\$1.5 million at the time of writing) will help conservancies to address some of the immediate impacts of the pandemic, through support for things such as game guard wages, addressing human-wildlife conflict and aspects of conservancy governance. It is envisaged that the Facility will function over the short to medium term, and it thus represents an important addition to the baseline projects.

Whilst some of the baseline projects have experienced temporary slowdowns or disruptions mediated through COVID-19 impacts, the indications at time of submission of the CEO ER are that the situation should normalize over the next several months.

3) the proposed alternative scenario with a description of outcomes and components of the project:

Section III: Strategy ('Theory of change and alternative scenario') and *Section IV: Results and Partnerships* ('Expected results') of the UNDP PRODOC are fully aligned with the project strategy, project components and project outcomes, as described in the original Concept Note.

The project proposes an **alternative scenario** in which:

- coexistence between wildlife and resilient communities will be improved (measured through a reduction in number and impact of HWC incidents),
- critical populations of high-value species will be more effectively managed to reduce threats to their survival (measured through a decrease in poaching incidents and stable or growing populations), and
- increased benefits will flow to affected communities from wildlife-based enterprises (measured through an increase in household income); and,
- enhanced knowledge-sharing relating to HWC and wildlife crime will lead to improved cooperation and coordination of effort between stakeholders enabling them to be better-informed and prepared (measured through the establishment of an inclusive, active local and regional HWC-WC community of practice, and distribution of knowledge products and best practices).

To achieve this, the project will implement **four complementary, strategic approaches**^[3] (corresponding with the impact pathways shown in the TOC, shown in Figure 1 of the UNDP PRODOC, and described below), which collectively address the twin challenges of human wildlife conflict and wildlife crime in more proactive and integrated ways, which seek to generate benefits for rural communities from wildlife-based value chains. The PRODOC provides a description of the causal linkages between the activities, outputs, outcomes and impacts under each impact pathway, and identifies the preconditions (assumptions) that must be fulfilled for these to take effect. The project's risk management plan described measures that will be implemented if these preconditions are not met.

Whilst the project objective (impact goal) and outcomes remain unchanged from the original Concept Note, the project outputs have been slightly revised in line with current priorities and realities in the operational environment. The table below summarises the **minor** adjustments made to the project outputs within each component, in response to stakeholder consultations and feasibility assessments undertaken during the PPG phase.

	Original outputs in the Concept Note	Changes made to outputs at GEF CEO ER stage	Commentary on changes to outputs
	<i>1.1 HWC Rapid-Response Unit established</i>	1.1 A national HWC information management centre and three regional HWC response management units are	At the request of the implementing agency, these two outputs have been rationalised into a single consolidated output. The activities under these outputs, however, remain consistent with those originally described in the Concept Note (CN).

Component 1	1.2 National HWC Coordination Centre operationalised	adequately staffed, trained and equipped to manage HWC information, and coordinate responses to reported cases of human-wildlife conflict in the hotspot landscapes	The terminology and focus for GEF support under this output has also been more fully aligned with the <i>Revised National Policy on HWC Management</i> (2018-2027), the <i>Measures and Guidelines for Implementation of the Revised National Policy on HWC Management</i> (2018-2027) and the Ministry of Environment and Tourism (MET)[4] <i>Strategic Plan</i> (2018-2022).
	1.3 HWC preventative measures deployed	1.2 Human-elephant conflict preventative measures are implemented in the hotspot landscapes to prevent or mitigate damage to infrastructure	At the request of the implementing agency and targeted conservancies within the three hotspot landscapes, this output was split into two, as follows: (i) <u>Output 1.2</u> now focuses on implementing human-elephant water conflict prevention measures that allow humans, livestock and elephants to share proximate waterpoints in and around villages. (ii) <u>Output 1.3</u> now focuses on proactive measures to reduce financial losses to communal farmers from livestock predation by, and to protect rural communities from, large and medium-sized predators (notably feline predators and crocodile). It was also considered prudent by the PPG project team to (a) further contain project support to a limited number of conservancies (priority areas for HWC), (b) focus only on a few priority species (lion, elephant and crocodile) in these conservancies, and (c) address very specific threats posed by the priority species (damage to water infrastructure by elephants; threats to livestock by large feline predators and crocodiles; and threats to human life by lions and crocodiles) in these conservancies.
		1.3 Human-predator conflict preventative measures are implemented in the hotspot landscapes to prevent or mitigate stock losses and injury/loss of human lives	
1.4 HWC management plans implemented, monitored and evaluated	1.4 Monitoring of damage-causing lion and elephant movements, and targeted research on the efficacy of lion and elephant HWC mitigation measures, guides the ongoing development and implementation of local HWC management plans	The CN initially envisaged project support for the implementation and monitoring of species-specific management plans under this output. While this support is retained in the project design, the activities have now been subsumed under <u>Outputs 1.2 and 1.3</u> above. The <i>Measures and Guidelines for Implementation of the Revised National Policy on HWC Management</i> (2018-2027) requires that every conservancy that experiences HWC shall prepare a local 'Conservancy HWC management plan. It also requires that MEFT undertake targeted research on the social behaviour and movement of problem animals and on the effectiveness of technical solutions applied for reducing HWC to help inform the ongoing development of these Conservancy HWC management plans.	

		Global Environment Facility (GEF) Operations	
		ementation of local HWC management plans in the hotspot landscapes	In the ongoing development of these Conservancy HWC management plans. This output has thus been reformulated to focus project support on the development of science-based HWC management plans for conservancies in the hotspot landscapes. To ensure that these HWC management plans are adequately 'science-based', this output also now includes an applied research element in their preparation.
Component 2 (Outputs)	<i>2.1 Anti-poaching surveillance and communications capacity strengthened</i>	2.1 Operational capacities of the Wildlife Protection Service (WPS) anti-poaching staff and anti-poaching units (APUs) are enhanced in the hotspot landscapes	In consultation with MEFT and DWNP, the 3 outputs were consolidated into a single output due to complementary implementation modalities. This output now specifically focuses on building the capacities of the newly established Division of Wildlife Protection Services (WPS) within the DWNP, as well as on improving coordination between the anti-poaching efforts of the WPS, Namibian Police (NAMPOL) and Namibian Defence Force (NDF).
	<i>2.2 Training and organizational support for patrolling, intelligence-gathering and crime scene processing</i>		
	<i>2.4 Anti-poaching Coordination Centres equipped</i>		
	<i>2.3 Training, equipment and operational requirements for monitoring of high-risk, high-value species provided</i>	2.2 Research and monitoring of high-risk, high value wildlife species which guides the ongoing development and implementation of science-based management plans for the protection of high-risk, high-value wildlife populations in the hotspot landscapes	Consistent with the original CN.
	<i>3.1 Wildlife-based tourism and ancillary enterprises developed and operationalised</i>	3.1 Strengthened enabling environment for wildlife-based tourism, and related business enterprises, in conservancies in the hotspot landscapes	Consistent with the original CN. During the PPG phase, it was evident that many well capacitated conservancies, their NPO partners and the private sector have – with the active support of MEFT – been highly successful in negotiating, concluding, implementing and managing Joint Venture (JV) nature-based tourism enterprises in conservancies. However, there are still a few conservancies in the hotspot landscapes where, due to a lack of capacity and/or resources, are still unable to fully develop tourism JV agreements or are unable to conclude JV processes that have stalled (notably in the conservancies to the north and west of Etosha NP). This output has thus been more specifically focu

Component 3 (Outputs)			sed to help address this challenge in affected conservancies.
		3.2 Improved individual skills of conservancy members to obtain employment in wildlife-based tourism and related business enterprises in conservancies in the hotspot landscapes	A new output that supports the formal training of conservancy members to: (i) secure employment in wildlife-based tourism enterprises, or (ii) to establish businesses to provide goods, supplies and services to these tourism enterprises, has been added.
	<i>3.2 Development and piloting of predator-friendly farming, best practices and certification</i>	None	The promotion of predator-friendly farming practices was subsumed under <u>Output 1.3</u> above. The PPG phase established that most commercial products from livestock were sold in local markets and that certification schemes at this stage were not considered viable.
		3.3 Opportunities to diversify income streams are developed and piloted in conservancies across the hotspot landscapes	It is a long-term objective of the Government of Namibia that conservancies should be self-sustaining and self-financing wherever possible. A new output has thus been added to support low-income conservancies to develop and pilot a suite of innovative income-generating opportunities to help improve their long-term financial sustainability.
Component 4 (Outputs)	<i>4.1 Regional HWC/WC symposium/workshop convened</i>	4.1 Tacit and embedded WC and HWC knowledge sharing mechanisms are developed and implemented	Consistent with the original CN. These outputs were however consolidated into a single output for the sake of brevity.
	<i>4.2 Multi-stakeholder HWC/WC knowledge management platform built</i>		
	<i>4.3 HWC/WC M&E system developed and implemented</i>	4.2 A project-based monitoring and evaluation system, incorporating gender mainstreaming and social safeguards, is maintained	Consistent with the original CN..

The project is organized under four complementary *components*^[5] which correspond with the four impact pathways (or strategic approaches) defined in the project's Theory of Change (see Figure 1, PRODOC):

Component 1: Management, prevention and mitigation of human-wildlife conflict

Component 2: Combating wildlife crime and protecting wildlife populations

Component 3: Building the wildlife-based economy to promote co-existence

Component 4: Knowledge management, stakeholder coordination and monitoring and evaluation

Component 1: Management, prevention, and mitigation of human-wildlife conflict in the hotspot landscapes

Outcome 1: *Improved capacities to prevent, mitigate and respond to HWC incidents* (leading to a reduction in the number of reported HWC incidents and an improved response to reported incidents of HWC).

Output 1.1: A national HWC information management centre and three regional HWC response management units are adequately staffed, trained and equipped to manage HWC information, and coordinate responses to reported cases of human-wildlife conflict in the hotspot landscapes.

A small (2 full-time staff) Coordination Unit for HWC (Sub-Division: HWC and Conservation Hunting) under the Division of Wildlife Support Services (WSS) in the Directorate of Wildlife and National Parks (DWNP) in MEFT has been established to: (i) maintain information on HWC incidents^[8]; (ii) disburse funds from the Game Products Trust Fund (GPTF) to conservancies to offset costs incurred by their members affected by HWC^[7]; (iii) directly compensate individuals living outside conservancies who are impacted by HWC^[8]; and (iv) monitor progress in implementing the *Revised National Policy on HWC Management* (2018-2027).

The *Measures and Guidelines for Implementation of the Revised National Policy on HWC Management* (2018-2027) requires that this Coordination Unit for HWC (CUHWC) also establish and maintain a spatial HWC database that will provide a detailed overview of the impact of HWC, and help identify which areas are more vulnerable to HWC (and the species most involved).

While some preliminary work has been done on the proposed structure of this national HWC spatial database, the CUHWC has limited staff, infrastructure, equipment and skills to fully design, develop, operationalise and maintain the database.

Project support will be focused on supporting the DWNP with the full development, operationalisation, and maintenance of a centralised, HWC monitoring and information-management system in the CUHWC. This support will include the comprehensive design of a HWC monitoring and information management system; the acquisition of the requisite computer and networking software and equipment for the system; and the development of data standards, data validation procedures, data capture protocols and user interfaces for the system. As an essential part of this support, GEF funding will also be used to implement and maintain an intensive, specialised GIS and database management training programme for the CUHWC staff. Once the HWC monitoring and information management system is tested and operational, GEF funding will then be used to assist in populating the HWC database with all the validated historical HWC records. The design and development of the HWC monitoring and information management system will need to be undertaken in close collaboration with the Directorate of Scientific Services (DSS), as they are responsible for ensuring that the information gathered through the HWC database is analysed on an ongoing basis to understand the impacts and trends of the conflict, and the effectiveness of the technical solutions being adopted to reduce or mitigate HWC.

The *Measures and Guidelines for Implementation of the Revised National Policy on HWC Management* (2018-2027) further require that the DWNP in MEFT establish 'HWC management units' in each region, 'through the re-organization of the staff structure of the DWNP'. It is the responsibility of these units to then oversee and monitor the effective management of HWC throughout the country. This includes advising affected parties, stakeholders, and implementation partners on appropriate technical solutions for mitigating HWC. A suitably equipped HWC management unit will be able to investigate and address conflict soon after it is reported, in order to avert an escalation of conflict, or citizens taking the law into their own hands. A well-functioning HWC unit will also serve as a good public relations tool to appease those affected by conflict and assures them that their problems are being given due consideration and attention.

However, while the DWNP are in the process of restructuring their organogram to meet this requirement, these HWC management units do not yet exist in practice. Currently the Rangers and/or Wardens in the local and regional MEFT offices fulfil these HWC functions as part of their broader job description, albeit very ineffectively.

Project support will be focused on supporting the DWNP to establish and operationalise a small, dedicated regional HWC management unit in each of the 3 project landscapes. This support will include:

(i) equipping (office furniture, computers, safety equipment, SMART GPS data units, field measuring equipment, digital cameras, radio/cell communications, etc.) the 3 HWC management units (max of 3 staff per unit),

- (ii) implementing annual 'train the trainer' courses for the HWC management unit staff^[14] (including HWC policies and legislation, incident investigation, incident reporting, data standards and protocols, problem animal detection, problem animal control, HWC mitigation measures, etc.),
- (iii) implementing and maintaining an early warning communications system (of known problem animal movements) for conservancy members within the region,
- (iv) implementing annual HWC training programme for conservancy staff, conservancy committees and traditional leaders (policies and legislation, incident investigation, incident reporting, data standards and protocols, problem animal detection, problem animal control, HWC mitigation measures, etc.) within the region, and
- (v) implementing and maintaining a focused HWC communications and extension support service in conservancies (e.g. host demonstration field days, provide extension advisory service to conservancy members, produce and disseminate information materials, maintain a local toll-free line, provide assistance with processing damage/loss claims) within the region.

Output 1.2: Human-elephant conflict preventative measures are implemented in the hotspot landscapes to prevent or mitigate damage to infrastructure

Human-elephant conflict accounts for the highest number of recorded HWC incidents in Namibia. In the project's North West and North Central hotspot landscapes, elephants are primarily responsible for water infrastructure damage, while in the North East hotspot landscape the primary damage is to crops.

Free-roaming desert elephants in the North West and North Central hotspot landscapes can be destructive in their search for water, and due to the devastating succession of droughts in the region, they are often competing for the same resources as other animals and humans. Elephants are known to frequently destroy water pipes, damage dams or spear their tusks through water tanks to provide water for the herd^[15]. This destructive behaviour can often leave local communities without a local water source for years.

The project will support the scaling up of the human-elephant water conflict prevention measures at village water installations - as described in the *Measures and Guidelines for Implementation of the Revised National Policy on HWC Management* (2018) and the draft *Elephant Management Plan* (2019) - in the North West and North Central hotspot landscapes.

The project will specifically work with targeted villages to assist them by:

- (i) upgrading and rehabilitating the water infrastructure (water pumps, windmills, water storage tanks, dams, water pipes, etc.) that supplies water to local villages.
- (ii) building elephant-proof walls, fences and/or block barriers around these water installations to prevent access to them by elephants.
- (iii) constructing elephant-friendly water points, with storage tanks and solar pumps (with overflow routed back to villages), for dedicated use by elephants, other wildlife and livestock.

It is envisaged that this will then allow humans, livestock and elephants to share proximate waterpoints with limited conflict in and around these villages.

Output 1.3: Human-predator conflict preventative measures are implemented in the hotspot landscapes to prevent or mitigate stock losses and injury/loss of human lives

The highest financial losses to communal farmers in the hotspot landscapes relate to livestock predation, caused by the cumulative effect of several large and medium-sized predators (notably lion, hyena, leopard, cheetah, wild dog, jackal and crocodile). When conservancy residents lose livestock to predators, so-called 'problem (or damage-causing) animals' are often destroyed. The *Measures and Guidelines for Implementation of the Revised National Policy on HWC Management* (2018-2027) identifies a range of technical mitigation, protection and prevention solutions that can be considered in order to reduce or avoid these human-predator conflicts. This includes prevention strategies which endeavour to avoid the conflict occurring in the first place (and take action towards addressing its root causes), and protection strategies that are implemented when the conflict is certain to happen or has already occurred, as well as mitigation strategies that attempt to reduce the level of impact and lessen the problem.

Focusing on mitigating the impacts of large and medium sized predators, the project will support the demonstration and scaling up of a number of cost-effective human-predator conflict^[16] prevention measures that are identified in *Measures and Guidelines for Implementation of the Revised National Policy on HWC Management* (2018-2027) for implementation in the hotspot landscapes. Fit for purpose HWC measures to be introduced by the project will draw on best practices, such as those advanced by the IUCN Human-Wildlife Conflict Task Force.

The project will support targeted conservancies, MEFT and DWNP in the implementation of the following two human-predator conflict prevention measures:

- (i) Expansion of the 'Lion Ranger' program across the hotspot landscapes to include human-predator conflict (associated with predation of livestock). Project support to the deployment of dedicated Human Predator Conflict (HPC) rangers will include training, uniforms, radio/phone communications, transport and ration costs. The HPC rangers will monitor the movements and behaviour of key predator species, educate conservancy members about HPC mitigation measures, assist in reporting and recording incidents of HPC and provide early warning notifications to conservancy members of the presence of predators.
- (ii) Construction and maintenance of crocodile enclosures at selected sites along rivers in conservancies in the North-east landscape for to protect people and/or livestock against crocodile attack; and
- (iii) Installation of safe alternative water supply points for livestock impacted by crocodile attacks in conservancies.

Output 1.4: Monitoring of damage-causing lion and elephant movements, and targeted research on the efficacy of lion and elephant HWC mitigation measures, guides the ongoing development and implementation of local HWC management plans in the hotspot landscapes

The *Measures and Guidelines for Implementation of the Revised National Policy on HWC Management* (2018-2027) requires that every conservancy that experiences HWC shall prepare a 'Conservancy HWC management plan' (with a linked action plan). The 'Measures and Guidelines' also advocates that, as part of the Conservancy HWC management plan, wildlife management corridors for problem animals should be identified and secured (e.g. by preventing human settlements and agricultural activity) in order to reduce the HWC interface in these conservancies.

The 'Measures and Guidelines' further requires that MEFT undertake targeted research on the social behaviour and movement of problem animals and on the effectiveness of technical solutions applied for reducing HWC to help inform the ongoing development of these Conservancy HWC management plans.

The project will then support targeted conservancies, MEFT and the DWNP to:

- (i) Collar individual predators and elephants traversing the HWC hotspot conservancies with satellite collars (including GPS transmitters) and monitor and maintain information on their (and other collared predator and elephant) movements and behavior,
- (ii) Research, test, develop and pilot a secure system of GPS transmitters on collared predators that can send automated real-time information from satellite collars about the daily movements of these collared animals, and their exact location (this system could then distribute the predator location and movement information to the relevant regional HWC management units, affected conservancies and conservancy rangers, who will in turn alert conservancy members of approaching predators),
- (iii) Pilot, and monitor the effectiveness of, the local implementation of spatial land use planning approaches to help reduce HWC in chronic HEC and HPC areas,
- (iv) Undertake cost-benefit analyses of the technical solutions proposed for mitigating human-elephant/human-predator conflict (in the *Measures and Guidelines for Implementation of the Revised National Policy on HWC Management* 2018-2027) in the chronic HWC areas, and
- (v) Prepare Conservancy HWC management plans (for at least 5 conservancies in chronic HWC areas) for approval by the conservancy and submission to the MEFT.

Component 2: Combating wildlife crime and protecting wildlife populations in the hotspot landscapes

Outcome 2: *Strengthened anti-poaching capacities, and science-based management and monitoring of high-value/ high-risk species* (leading to a reduction in number of wildlife crime incidents).

Output 2.1: Operational capacities of the Wildlife Protection Service (WPS) anti-poaching staff and anti-poaching units (APUs) are enhanced in the hotspot landscapes

The newly established Division of Wildlife Protection Services (WPS) in the DWNP, and the Protected Resources Unit (PRU) of the Namibian Police (NAMPOL), are the main public institutions responsible for on the ground anti-poaching interventions, surveillance and wildlife crime investigations (focusing on high risk, high value species) - with the substantive support of seconded Namibian Defence Force (NDF) members in National Parks - in Namibia. The

Intelligence and Investigation Unit (IIU) in MEFT, Ministry of Justice, the Prosecutor-General Office and the Ministry of Finance are also important government partners in wildlife crime investigations and prosecutions.

While the NAMPOL (and seconded NDF) anti-poaching units are reasonably well staffed and equipped, there is currently very limited operational anti-poaching capacity in the WPS (with 16 staff, of which only 10 are field based in Etosha NP and in parks in the NE region). The WPS has recently secured funding from the national budget for an additional 62 positions to be filled for the 2020/2021 financial year and will need to train and deploy these anti-poaching staff to the hotspot landscapes.

The project will support the WPS in the establishment, training, equipping and coordinated deployment of anti-poaching field staff and anti-poaching units (APUs) in each of the hotspot landscapes, through:

- (i) implementing a professional, accredited training program (basic-intermediate-advanced^[17]) for anti-poaching field staff, with annual follow-up training,
- (ii) procuring specialised equipment for anti-poaching field staff (hand-held radios, digital camera, night scopes, body armour, camping equipment, satellite phones, data loggers, forensic wildlife crime scene kits, etc.),
- (iii) procuring, deploying and field-testing anti-poaching surveillance and detection equipment and technology (infrared sensors, DNA tracking technology, infrared sensors, heat-mapping sensors, shot detection, black-flash cellular cameras, camera traps, CCTV, shot-detection, drones, etc.),
- (iv) developing SOPs for the management of scenes of investigations of wildlife crime by the APU field staff (first responders) and investigators,
- (v) procuring, installing and/or upgrading anti-poaching communications infrastructure and equipment (radio repeaters, wi-fi routers, satellite phones) for the APUs, and
- (vi) implementing a networked wildlife crime intelligence system for the APUs (including data management centres, shared databases, management consoles, wireless data service, mobile device software and data entry forms, automated data aggregating and IT support).

Output 2.2: Research and monitoring of high-risk, high value wildlife species which guides the ongoing development and implementation of science-based management plans for the protection of high-risk, high-value wildlife populations in the hotspot landscapes

MEFT works closely with a diverse range of public, private, NGO and conservancy partners to monitor, research and protect the country's wildlife. This includes tracking the numbers, movements and behaviour of high-risk high-value wildlife species using remote tracking (transmitters, satellite collars, radio collars, etc.), camera traps, game counts (e.g. using direct, transect, grid, waterhole, road and/or sample plot counts), conservancy 'event books'^[18] records, capture-recapture modelling, aerial census, scat sampling and/or observations. Despite this considerable research and monitoring investment there are however still significant knowledge gaps, ongoing resource and capacity constraints, spatial fragmentation of data and weak prioritization and coordination of monitoring efforts to ensure that an effective and comprehensive wildlife research and monitoring program is being maintained for the high-risk, high-value wildlife species.

The project will support MEFT to address critical gaps in the research and monitoring programme for high-risk, high value wildlife populations (targeting rhino and elephant) in the hotspot landscapes, through:

- (i) conducting an aerial census (with ground truth surveys) of elephant and rhino populations,
- (ii) expanding monitoring of the home range and movement patterns of elephant and rhino populations, and
- (iii) collating and maintaining all elephant and rhino population data and movement patterns in the hotspot landscapes.

Component 3: Building the wildlife-based economy to promote co-existence in the hotspot landscapes

Outcome 3: *Growth in the wildlife-based economy of the hotspot landscapes* (leading to an increase in income and benefits to conservancy members)

Output 3.1: Strengthened enabling environment for wildlife-based tourism, and related business enterprises, in conservancies in the hotspot landscapes

Joint Venture (JV) lodges (and to a lesser extent, campsites) are the engine of economic growth in the community conservancies that are suitable for tourism. They provide income to these conservancies, which is used to pay the salaries of conservancy game guards and management staff, as well as to allocate benefits in cash or kind to conservancy members. These JV lodges also employ conservancy members and facilitate the sale of crafts by local communities.

JV lodges range from those wholly owned by conservancies with a management partner, to those wholly owned by investors, which have operating agreements with conservancies. In between, there are agreements including equity holdings; arrangements to transfer infrastructure to conservancies after set periods of time; and capital contributions that increase the income returned to the conservancies. The growth of JV lodges has been further enhanced in Namibia, with the awarding of tourism concessions in national parks to conservancies by the MEFT. Tourism concessions in national parks now allow tourism activities within parks by JV lodges (often located inside them), adding a considerable attraction to visitors to these lodges.

The project will contribute to further developing the enabling environment^[19] for the ongoing identification and negotiation of JVs with private sector partners in the development of new lodges (or other nature-based tourism enterprises) in conservancies, especially in areas where the capacity to identify and develop a tourism JV agreement is still poorly developed (notably in the conservancies to the north and west of Etosha NP) or where the JV implementation process has stalled and now requires additional support (e.g. safeguarding the core wildlife area in the Sheya Shuushona Conservancy).

Project support under this output will be administered through a low-value grant facility, administered by MEFT, and disbursed following the UNDP Rules for the award of low value grants, for beneficiary conservancies.

The Project Management Unit (PMU) in the MEFT will work with targeted community conservancies to:

- (i) identify viable wildlife-based tourism enterprise opportunities,
- (ii) identify prospective JV private sector partners for these tourism enterprises, and
- (iii) identify the critical activities required to create the enabling environment for the development of a viable tourism enterprise.

The PMU will, on behalf of MEFT, administer the Grant Agreement between itself and each recipient institution, manage the phased release of grant funding, assist conservancies (and any supporting NGOs/CBOs) to effectively manage grant funding support, and monitor and report on the implementation of the activities covered by the grant and the achievement of results from the grant. The project will also establish an independent mechanism to review and endorse the selection of recipient institutions/individuals and assess the performance of these in managing the grants.

Output 3.2: Improved individual skills of conservancy members to obtain employment in wildlife-based tourism and related business enterprises in conservancies in the hotspot landscapes

A significant benefit of a conservancy for many conservancy members is employment. Most of the current wildlife-based tourism jobs did not exist prior to the formation of conservancies. Local job creation in the wildlife-related industry (primarily through nature-based tourism and hunting concessions) in conservancies is now complementing the existing household and subsistence agriculture activities taking place in rural communities. These jobs are very important for people living in conservancies, who have few other opportunities to earn a cash income. Jobs in nature-based tourism represent good career opportunities, as staff can 'rise through the ranks' to the level of regional management or beyond. Conservancies are themselves also important job creators, with all jobs in conservancies usually being filled by local people who no longer have to leave rural areas to seek employment in towns. The further diversification of income opportunities in conservancies now includes (but is not limited to) craft production and the sale of indigenous plant products (such as Devil's Claw). Conservancy members are now also becoming significant local spenders as result of increased household income, leading to a further strengthening of investment in the local rural economy.^[20]

While conservancies and local businesses have the opportunity to further grow the economy of conservancies (see Output 3.1 above, which seeks to support activities that will contribute to this growth), the number of individuals who can be employed from local households, and their salary scale, will continue to be severely constrained by low formal qualifications and limited technical knowledge and skills in these communities.

The project will thus, in partnership with local private sector and community-based businesses:

- (i) facilitate the identification and prioritisation of critical employee skills gaps in individual conservancies, and the prospective training service providers that could contribute to addressing these skills gaps,
- (ii) based on this gap assessment, work closely with these businesses, relevant training institutions and the affected conservancy to identify suitable conservancy members^[21], and
- (iii) facilitate access for these conservancy members to formal training, accreditation, and/or mentoring opportunities in *inter alia*: business management; hospitality services; financial services; administrative services; tour guiding; plumbing; electrical maintenance; vehicle maintenance; culinary services; and enforcement/security services.

The project may also support the further development of community-owned businesses in conservancies to provide goods, supplies and services (e.g. fuel stations, tour guide services, catering services, crafts, auto maintenance facilities, etc.) to the established JV lodges in the hotspot landscapes.

Output 3.3: Opportunities to diversify income streams are developed and piloted in conservancies across the hotspot landscapes

It is a long-term objective of the Government of Namibia that conservancies should be self-sustaining and self-financing wherever possible.

During their initial development stage, most conservancies are heavily dependent on external funding. But as they move into a more productive operational stage, an increasing number of conservancies are now fully recovering all their management costs (salaries, allowances, travel costs, insurance, administration and training costs, vehicle costs, etc.), but still only have limited [22] additional funds for distribution to their members (on average, this represents about 20% of income), either in the form of cash or community-based projects .

It is envisaged that the proportion of income paid out as benefits in conservancies has the potential to rise to an average of 30% (and as much as 50% for high earning conservancies) with an incremental increase in revenue streams and improvements in the cost-effectiveness of conservancy management.

The primary source of income in these more developed conservancies is derived from tourism-related activities (including crafts) and from conservation hunting (including meat quotas). There is still however still limited diversification of other nature-based income generating opportunities in most conservancies.

The project will support selected conservancies to develop and pilot a suite of additional income-generating opportunities, including:

- (i) piloting the implementation of a voluntary biodiversity offsets programme (under the framework of CSR) with the local mining sector,
- (ii) supporting, in partnership with wildlife-based tourism enterprises, the local development and implementation of a 'conservation performance system' under the framework of the Wildlife Credit Scheme (WCS) [23],
- (iii) identifying and developing opportunities to host nature-based fund-raising events and functions,
- (iv) identifying and developing opportunities to improving the branding and marketing of community conservancy products (e.g. crafts and plant products), services and destinations, and
- (v) designing and initiating fund-raising campaigns for the financing of specific wildlife-based conservation or HWC management programmes/initiatives.

Component 4: Knowledge management, stakeholder coordination and monitoring and evaluation

Outcome 4: *Enhanced knowledge sharing, monitoring and evaluation of HWC and WC management measures in the hotspot landscapes (leading to improved cooperation and coordination of effort between stakeholders)*

Output 4.1: Tacit and embedded [24] WC and HWC knowledge sharing mechanisms are developed and implemented

The project will support MEFT in developing and implementing a diverse set of knowledge sharing mechanisms that facilitate the constructive participation of local, national, and regional stakeholders in combatting WC and managing HWC. This will include:

- (i) supporting MEFT in hosting regular HWC and WC donor (and their implementing CBO/NGO) coordination meetings to ensure complementarity of investments and activities, avoidance of duplication and overlaps and scaling up of effective interventions,
- (ii) collating local, regional and international knowledge (including lessons learnt and good practices) on the combatting of WC (focusing on anti-poaching), and management of HWC (focusing on human-elephant and human-predator conflict), contextually relevant to Namibia,
- (iii) packaging this knowledge into user-friendly products for regular distribution through formal (e.g. NACSO website, GWP knowledge management platforms) and informal (e.g. informal local dialogues) channels,
- (iv) building a local 'community of practice' through hosting informal dialogues and formal information-sharing sessions at the village, conservancy, and hotspot landscape level,

- (v) facilitating local and regional (SADC/Africa) exchange trips for targeted conservancies and/or MEFT staff,
- (vi) hosting international experts working in the area of HWC and/or WC to increase exposure of local stakeholders to new innovations and approaches,
- (vii) facilitating the participation of key project stakeholders in regional and global GWP knowledge sharing platforms,
- (viii) hosting a regional (SADC region) HWC symposium that brings together practitioners and experts to exchange knowledge, experience, and best practices in HWC management,
- (ix) hosting a national/regional WC symposium that brings together practitioners and experts to share knowledge, experience, and best practices in combatting WC (focusing on the project's iconic wildlife species), and
- (x) establishing and maintaining a project website to report on project progress, lessons learnt, and knowledge developed (in point ii above).

Output 4.2: A project-based monitoring and evaluation system, incorporating gender mainstreaming and social safeguards, is maintained

The project will contribute to the Global Wildlife Program (GWP) Monitoring and Evaluation (M&E) system by monitoring and evaluating the project's progress. The project will submit M&E data to the GWP team at baseline, mid-term, and completion.

The main M&E instruments that will be used by the project are: (i) the GEF METT Tracking Tool ([Annex 10](#) to the PRODOC); (ii) the Project Results Framework (PRF); (iii) The project's Monitoring Plan ([Annex 3](#) to the PRODOC) and (iv) independent qualitative reviews (MTR and TE).

The project results, corresponding indicators and mid-term and end-of-project targets in the project results framework will be monitored annually and evaluated periodically during project implementation (please refer to [Section VI](#) below).

The Monitoring Plan (refer to [Annex 3](#) of the UNDP PRODOC) details the roles, responsibilities, frequency of monitoring of project results.

The project will, under this output, specifically implement the following M&E suite of activities:

- (i) host a project inception workshop;
- (ii) collect and collate monitoring data to report on project performance indicators in the Project Results Framework (PRF);
- (iii) prepare the annual PIR and update the Atlas Risks Register ([Annex 5](#) to the PRODOC);
- (iv) contribute to the GWP Annual Report, and meet any other GWP M&E reporting requirements;
- (v) monitor and report on the implementation of the project's Gender Action Plan and conformance to the project's Environmental and Social Safeguards;
- (vi) prepare and submit quarterly and annual progress reports;
- (vii) host regular Project Board meetings;
- (viii) undertake project mid-term and terminal evaluation reviews.

4) alignment with GEF focal area and/or impact program strategies:

Section III Strategy ('Theory of Change and alternative scenario') of the UNDP PRODOC is fully aligned with the original Concept Note. The project is aligned with GEF 7 Strategic Objectives 1-2a&b of the Biodiversity Focal Area, which seek to '*mainstream biodiversity across sectors as well as landscapes and seascapes, through the Global Wildlife Programme (GWP)*'. The project has outcomes aligned to both GWP *Component 1: Preventing the extinction of known threatened species* (through improved management and science-based monitoring of wildlife in protected areas and neighbouring communal areas, conservancies and farming areas; strengthening capacity for law enforcement; and improving communication systems to coordinate response to incidents of wildlife crime); and *Component 2: Wildlife for Sustainable Development* (through strengthening capacity for mitigating, preventing and managing human wildlife conflict; stimulating wildlife-based economic development to incentivize conservation and increase the flow of benefits to rural communities and conservancies).

The project sites and targeted species have been identified on the basis of national and global IWT and HWC priorities, and alignment with the criteria identified under the GEF 7 BD1-2 programming directions. In terms of HWC, the project will focus on elephants (which account for the greatest number of HWC incidents annually in Namibia) and large predators, especially lions and crocodiles (conflicts with which cause the highest financial losses to communal livestock farmers in the targeted landscapes, and pose high risks of human injury and potential loss of life). In terms of wildlife crime and IWT, the project will focus on elephants and rhinos, since the GEF 7 strategy under BD 1-2 focuses on reducing trade in tusks and horns, and these species have been the most heavily-targeted by poachers in Namibia in recent years. The three targeted landscapes have been chosen because they represent the 'hottest' hotspots for both HWC and poaching-risk. The North-West (Kunene) hotspot landscape (which is dominated by community conservancies) hosts one of the largest free-roaming lion populations outside of Etosha National Park, and one of the largest-remaining, free-roaming populations of high-risk/high-value desert-adapted black rhinoceros in the world. Etosha National Park (in the project's North-Central hotspot landscape) hosts black and white rhinoceros, elephants and lions, and human-predator conflict in the conservancies to the north, west and east of the Park is of particular concern. The North-East hotspot landscape (Bwabwata-Mudumu National Park and associated conservancies) falls within the domain of the KAZA-TFCA, and safeguards the migratory pathways of one of the largest mobile populations of elephants in Southern Africa. Reducing the incidence of wildlife crime in this landscape holds benefits not only for Namibia, but also for addressing regional IWT, since Bwabwata spans the boundaries of three countries (adding complexity to managing poaching pressures) and one of the main road-traffic routes along which trafficked wildlife products are transported to reach international distribution points. This landscape also has a relatively large number of settled communities, both within Bwabwata (in the central Multiple-Use Zone) and in surrounding conservancies and conflict with elephants (over crops) and crocodiles (given the presence of major river and wetland ecosystems) is prevalent.

5) incremental/additional cost reasoning and expected contributions from the baseline, the GEFTF, LDCF, SCCF, and co-financing:

Section III Strategy ('Programmatic alignment') and Section IV Results and Partnerships ('Partnerships, incremental cost-reasoning and contributions from the baseline') of the UNDP PRODOC has been updated but remains fully aligned with the original Concept Note.

During the lifespan of the project, the GEF finance will be incremental to investments made through several large trust funds, donors and other funding institutions in complementary efforts to address HWC and WC in the hotspot landscapes in ways that increase the benefits flowing from wildlife conservation to conservancies. Key among these are: (i) the *Combating Wildlife Crime Project*, which will receive US\$16 million from USAID, and US\$1.5 million from WWF, to counter threats to endangered populations of black rhino and African elephants in the KAZA-TFCA (the project's North-East hotspot landscape); (ii) the 4th and 5th phases of the *Namibia Parks - NAMPARKS - Programme*, supported by the German Development Cooperation, through KfW, for improving infrastructure and management in national parks and strengthening JV agreements between local communities and private sector tourism businesses; the *Integrated Wildlife Protection Programme - IWPP*, which will support the development and operationalisation of the Wildlife Protection Services (WPS) Division in MEFT (with an investment of some E70 million - some of which is committed as cofinance to this project); (iii) support from the *Deutsche Gesellschaft für Internationale Zusammenarbeit* (GIZ) for implementation of a national wildlife crime communications campaign, the *Community-based Natural Resource Management Conservancy Support Project* (focused on development of conservancy and HWC management plans), and aspects of the country's developing BioEconomy Programme.

Other significant contributions from the baseline will be made through: (i) funding mechanisms instituted by government (e.g. the Game Products Trust Fund, GPTF; and the Environmental Investment Fund, EIF), for implementation of the *Revised National Policy on Human Wildlife Conflict* (including the HWC Self-Reliance Scheme), the CBNRM Programme in conservancies, wildlife-crime prevention, and wildlife research and monitoring (US\$11.3 million of which represents cofinance to this project); (ii) allocations from national treasury to support the day-to-day operations and management of national parks and delivery of wildlife-related support services to conservancies (committed as in-kind cofinance to the project); (iii) NGO-led financing interventions (See PRODOC Table 2 for a detailed listing and estimated value of investments) including (but not limited to): the Wildlife Credits Program, WCP[25] under WWF (est.US\$60,000); projects to strengthen the relationship between conservancies and communities supported by the Tourism Supporting Conservation Trust, TOSCO; and the Community Conservation Fund of Namibia (CCFN), administered through NACSO, which has recently received support through KfW to assist conservancies with development and implementation of conservancy management plans (incorporating HWC measures) – with some of this committed as cofinance to this project. See UNDP PRODOC paragraphs 95 to 106 for details.

There are also at least 25 local-scale initiatives implemented by numerous NGOs (See Table 2, UNDP PRODOC) that specifically seek to mitigate HWC in conservancies, support community-based enterprise development in conservancies, and address poaching of iconic species and IWT in the project hotspot landscapes, which will be active in the project domain during implementation. Collectively, these account for investments of at least US\$22 million (with some amounts still to be finalized).

Most recently, and as an immediate response to the crisis created by the COVID-19 pandemic, the MEFT, with support of both national and international partners[26], has established the *Conservation Relief, Recovery and Resilience Facility*. This fund (valued at about \$1.5 million at the time of writing) will help conservancies to address some of the immediate impacts of the pandemic, through immediate support for things such as game guard wages, addressing human-wildlife conflict and aspects of conservancy governance.

Whilst COVID-19 has caused some temporary slowdowns and disruptions in project activities, the situation is normalizing slowly and no disruption to the anticipated investment mobilized as cofinance to this project is expected.

6) global environmental benefits (GEFTF) and/or adaptation benefits (LDCE/SCCF):

Section III Strategy ("Contribution to Global Environmental Benefits") of the UNDP PRODOC is fully aligned with the original Concept Note.

The project will contribute to delivery of global environmental benefits through: (i) improved management and protection of critical wildlife populations in flagship protected areas, including the Etosha National Park and Bwabwata-Mudumu National Park complex (together accounting for 3,004,500 ha) - GEF Core Indicator 1.2; (ii) improved land-use practices, wildlife stewardship and sustainable use of wildlife resources (Aichi Biodiversity Target 5 and SDG Target 15.9) in surrounding landscapes and conservancies to the north and west of Etosha National Park, and in the Kunene region (covering 711,000 ha) - GEF Core Indicator 4.1; and delivery of benefits to 4,520 direct beneficiaries (2,300 male and 2,220 female) and 18,100 indirect beneficiaries (7,900 male and 10,200 female), representing nearly one third of the 69,700 people who live in the project-targeted areas - GEF Core Indicator 11. (See Annex F to this CEO ER: Core Indicator worksheet)

The project will work to reduce HWC and wildlife crime (SDG Targets 15.7 and 15.C) and contribute to ensuring that Namibia's unique ecosystems, and the essential ecosystem services they provide, are safeguarded, taking into account the needs of women, indigenous and other local communities, and the poor and vulnerable (Aichi Target 14, SDG 5). This will contribute to preventing the extinction of threatened species (Aichi Biodiversity Target 12 and SDG Target

15.5) such as elephants and rhinoceros – including one of the largest free-roaming populations of desert-adapted black rhinoceros – and free-roaming lion populations in Namibia, outside of Etosha National Park..

By stimulating recovery (post-COVID-19) and growth in a diversified wildlife-based economy, and supporting nature-based livelihoods (SDG 8.9), the project will deliver social and economic benefits to selected rural communities (including indigenous peoples) who are among the most marginalized in Namibia, and whose opportunities for upliftment and prosperity are otherwise limited. In addition to incentivizing human-wildlife coexistence, this will contribute to alleviating poverty, and reducing the exposure of vulnerable communities to climate-related risks, and other social, economic or environmental shocks and disasters (SDG 1.5)

7) innovativeness, sustainability and potential for scaling up: *Section IV Results and Partnerships* ('Innovativeness, Sustainability and Potential for Scaling Up') of the UNDP PRODOC is fully aligned with the original Concept Note.

Innovation: The innovation in this project lies in: (i) its integrated and proactive approach to addressing HWC and Wildlife Crime as interlinked issues, using stimulation of the wildlife-based economy as a key incentive for protecting populations of threatened species and engaging people in biodiversity-compatible land-use practices; (ii) the establishment of a new, dedicated institutional mechanism (the HWC Management Unit) to respond to and address incidents of HWC at site-level; (iii) strengthening of coordinated planning, prevention and monitoring of both HWC and Wildlife Crime (through the establishment of a socially-inclusive, multi-stakeholder knowledge-sharing platforms); and, (iv) implementation and monitoring of technologies, infrastructure and equipment for preventing HWC and detecting wildlife crime, which have not been used before or have had only limited application in Namibia.

Sustainability: The sustainability of the project is anchored in the robust policy framework which entrenches long-term institutional ownership of the project outcomes at national and local levels. Project outputs will feed into well-established and developing programmes of action led by government (principally the MEFT but also other line ministries) working in partnership with a highly committed and active NGO sector, Conservancy Associations and Committees, the donor community, and private enterprises and individuals. Sustainability will also be strengthened by developing the economic incentives and public-private partnerships needed to sustain community participation beyond project closure.

Scaling up: The project's outputs and outcomes have high potential for scaling up, both within the three target landscapes, and beyond – including in neighbouring countries, especially in the domain of the KAZA TFCA. There is a well-established network of committed institutional partners available to carry out this work. The project's emphasis on knowledge-sharing and strengthening the community of practice for dealing with HWC and wildlife crime (as a critical component of building the wildlife-economy) will ensure the identification and dissemination of best practices and lessons learnt, and enable a more informed and coordinated response that will make it possible to achieve impact at scale. Project outcomes can be further scaled up through the flagship Biodiversity Economy Programme, which is currently under development by the MEFT, working with local partners and donor institutions.

The rationale for the project is even stronger now than it was at Concept stage, as a result of the devastating impacts that the COVID19 containment measures have had on nature-based tourism, the community conservancy economy and conservation in general. Through this, the project also presents several direct opportunities for assisting Namibia with its recovery from the more immediate impacts of the COVID-19 crisis, and for building the longer term ecological and socio-economic resilience of the conservation sector and the country's Community Based Natural Resource Management programme to future shocks and disturbances. (see [Annex 14](#) to the UNDP PRODOC for a full description of these opportunities).

The project includes specific interventions to : (i) reduce vulnerability of affected communities by addressing human-wildlife conflict (project Component 1); (ii) strengthen capacity for reducing poaching and wildlife crime linked to IWT, thereby protecting the resource base on which nature-based livelihoods and economic growth depend, delivering ancillary benefits to communities (project Component 2); (iii) diversify opportunities for sustainable NRM in community

conservancies, by building a diversified wildlife-based economy that includes resilient tourism and other income-generation streams; and (iv) contribute directly to rebuilding the nature-based tourism sector, with a focus on enterprise development in the community conservancies (project Component 3).

Associated with these interventions are opportunities to contribute to regulating the illegal wildlife trade (thereby contributing to reducing the risk of spread of future zoonoses); and innovating both climate change adaptation (through various measures to improve access to water, promote water-use efficiencies and reduce human-wildlife conflicts over water) and climate change mitigation (by promoting practices that yield energy-efficiency improvements through use of low or zero-carbon technologies - such as solar-driven water pumps at water-points).

[1] Lendelvo *et al.*, 2020. A perfect storm: The impact of COVID-19 on community-based conservation in Namibia. *Namibian Journal of Environment* 4B: 1 - 15.

[2] At the time of writing, these included: the Environmental Investment Fund of Namibia (EIF); Nedbank Namibia; the Namibian Chamber of Environment (NCE); B2Gold; the World Wildlife Fund (WWF); the German Corporation for International Cooperation (GIZ); the KfW banking group, and UNDP Namibia.

[3] These strategic approaches or impact pathways have, in turn, been framed as 'components' in the project logframe.

[4] Recently changed from the Ministry of Environment and Tourism (MET) to the Ministry of Environment, Forestry and Tourism (MEFT).

[5] These components correspond to the strategic approaches to the project described in Section III of the PRODOC.

[6] Collated from the prescribed HWC field investigation and claim forms (HWC Investigation Form; Funeral Assistance Claim Form; HWCRS Claim Form – Livestock Loss; and/or HWSRS Claim Form – Crop Damage).

[7] The Namibian government does not offer direct compensation to individual farmers or communities, due to the complexity of compensation schemes and their potential to be open to abuse. However, conservancies receive fixed payments through the Human Wildlife Conflict Self Reliance Scheme (HWCSRS) to offset the costs incurred by farmers from their losses (see also Output 3.3 below).

[8] People in non-communal areas are also entitled to payments, but not people on private land.

[9] The HWC Management Unit staff will be responsible for implementing the annual HWC training programme described in point (iv) below.

[10] Desert elephants can drink up to 160 liters of water per day and will travel long distances searching for water.

[11] And the *Human-Lion Conflict Management Plan for North West Namibia* (2017), in the case of the North West Region.

[12] The Lion Ranger program is founded on the shared work of the MEFT, Integrated Rural Development and Nature Conservation (IRDNC), the Namibia Nature Foundation (NNF), Desert Lion Conservation, AfriCat North, and the University of Minnesota Lion Center, and incorporates staff from the core lion-range communal conservancies. The Lion Rangers are conservancy-employed game guards who receive special training and equipment to lead efforts in combating conflict between humans and lions on communal land. The Lion Rangers collect and share information on the locality and movement of lions, so that conflict can be averted before it occurs, through advance warning and precautionary measures being applied. It is envisaged that, for this project, these conservancy rangers will be trained and equipped to also address other human-predator conflicts in conservancies.

- [13] While there is no standardised template for this conservancy HWC management plan, the 'Measures and Guidelines' do require that the plan conform to a basic structure and include specific internal mechanisms and HWC response strategies.
- [14] This (and other complementary) information will then be used to: (i) help identify elephant and predator movement corridors (see below); (ii) guide the development of conservancy HWC management plans; and (iii) feed additional information into elephant-predator early warning systems.
- [15] Including *inter alia* predator-proof kraals, livestock herding, early warning systems, lion rangers, relocation of problem animals, predator-proof fences, elephant-proof water installations, alternative water supply, chili peppers/ bombs/ darts, elephant-proof fencing, loud noises and solar lights.
- [16] The Cabinet and the Public Service Commission has recently approved the restructuring of MEFT to establish the WPS Division (with a total final projected staff complement of 495).
- [17] Including training in *inter alia*: First aid; weapon competency; tracking; arrest procedures; management of wildlife crime scenes; animal identification and behavior; public relations; self-defense; basic survival; patrol methods; map reading; GPS and radio comms; search procedures; physical fitness; general bush knowledge; reporting procedures; etc.
- [18] The Event Book is a personalised file maintained by each community ranger in a conservancy. The file contains a set of cards, one card for each monitoring theme/topic (e.g. poaching incident, problem animal incidents, wildlife sighting, etc.). As events occur the ranger selects the appropriate card and records the event.
- [19] This 'enabling environment' may include *inter alia*: conceptual planning; feasibility assessments; business planning; marketing of JV opportunity; legal and regulatory compliance; provision of security; installation of services; construction of access infrastructure; etc. It must be emphasised that once a JV agreement has been concluded, all further lodge development costs will be borne by the private sector developer.
- [20] It must be noted that there are large differences in the extent of conservancy development, based on when a conservancy was registered, the level of commitment of the people involved, the availability of transport, electricity and water infrastructure, the quality of the natural resources, and the amount of technical support available.
- [21] These conservancy members may already be employed and have been targeted for further development by the employer or may be unemployed youth with the necessary basic qualifications and/or skills for the prospective job opportunity.
- [22] Some conservancies add considerable sums to the MEFT Wild Conflict Self Reliance Scheme (WCSRS), which makes offset payments to farmers who have suffered crop and livestock losses to wildlife. Others have invested in community infrastructure, including school buildings and electricity transformers.
- [23] The Wildlife Credit Scheme (WCS) is a joint venture between conservancies, tour operators, conservation groups and the international community. The WCS, administered by NACSO and Community Conservation Namibia (CCN), functions as a complementary funding mechanism to further help offset HWC damage claims by conservancy members and to finance proactive efforts to reduce conflicts, protect wildlife and prevent poaching in the conservancies. The WCS aims to raise funds from local, national, and international sources based on independently verified conservation performance by the communal conservancies. The first phase of the WCS is currently based on monitoring sightings of iconic wildlife species at tourist lodges (e.g. the White Lady Lodge pays N\$25 for every guest who sights iconic wildlife species on a game drive in the Tsiseb conservancy). The funds generated by conservation performance are then paid into individual accounts established by each conservancy for specified wildlife species. These accounts are managed by local trustees made up from representatives of the conservancy and the partnering private sector joint venture tourism partner (or alternatively a local conservation NGO active in the conservancy).

[24] Tacit knowledge sharing occurs through different types of socialization (e.g. informal networks, creative problem solving, provision of space for informal discussions). Embedded knowledge sharing occurs when knowledge is shared through clearly delineated products, processes, routines, etc. (e.g. training, formal workshops, integrated information systems).

[25] Wildlife Credits is a joint venture between conservancies, tour operators, conservation groups and the international community. Funds raised are paid out to communities involved in the project based on their 'conservation performance'. Communities are rewarded based on the monitored sightings of iconic wildlife species at tourist lodges. Consequently, the more a species is sighted in a conservancy, the more payments are made towards the community involved in protecting them. See <http://wildlifecredits.com/>.

[26] At the time of writing, these included: the Environmental Investment Fund of Namibia (EIF); Nedbank Namibia; the Namibian Chamber of Environment (NCE); B2Gold; the World Wildlife Fund (WWF); the German Corporation for International Cooperation (GIZ); the KfW banking group, and UNDP Namibia.

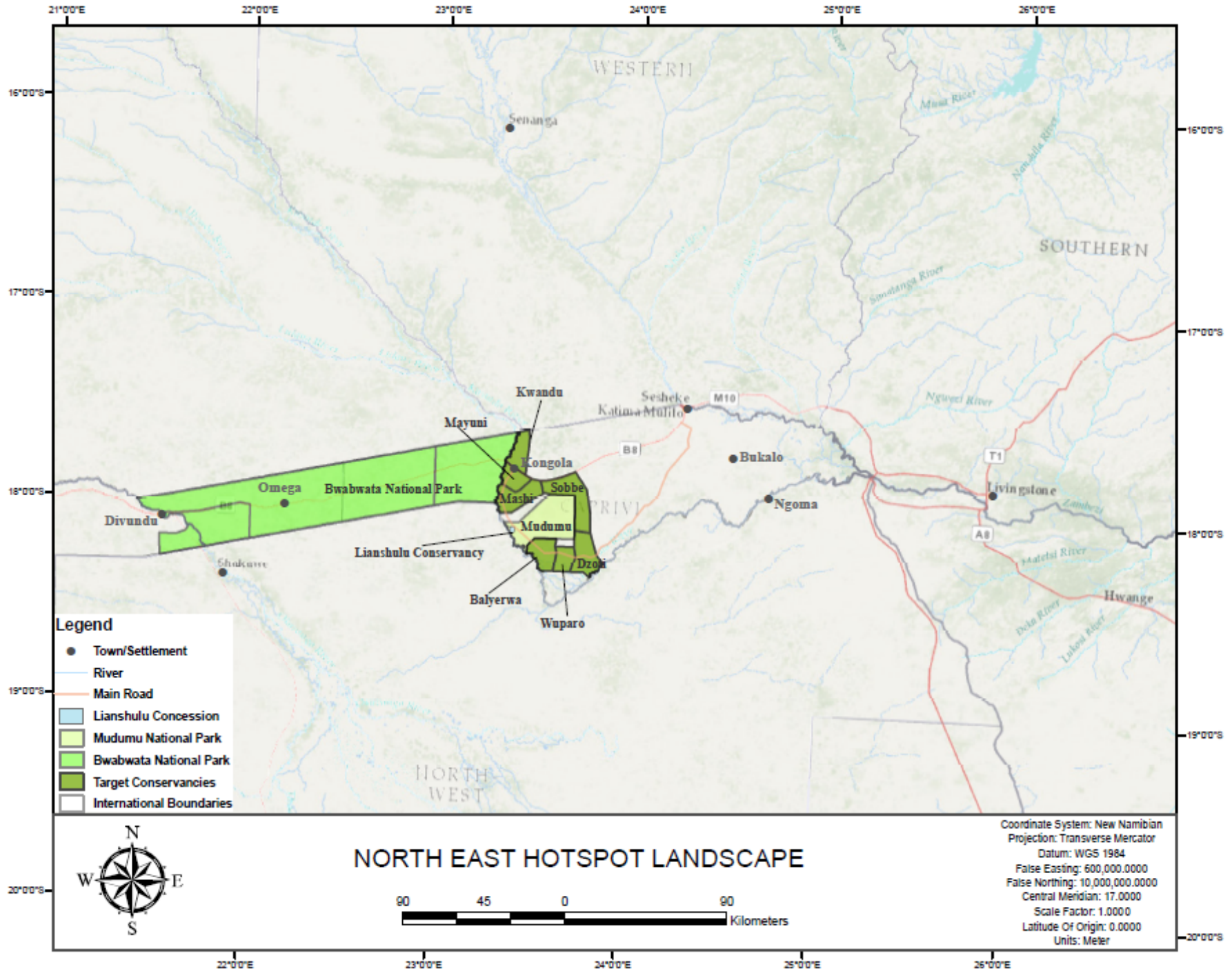
1b. Project Map and Coordinates

Please provide geo-referenced information and map where the project interventions will take place.

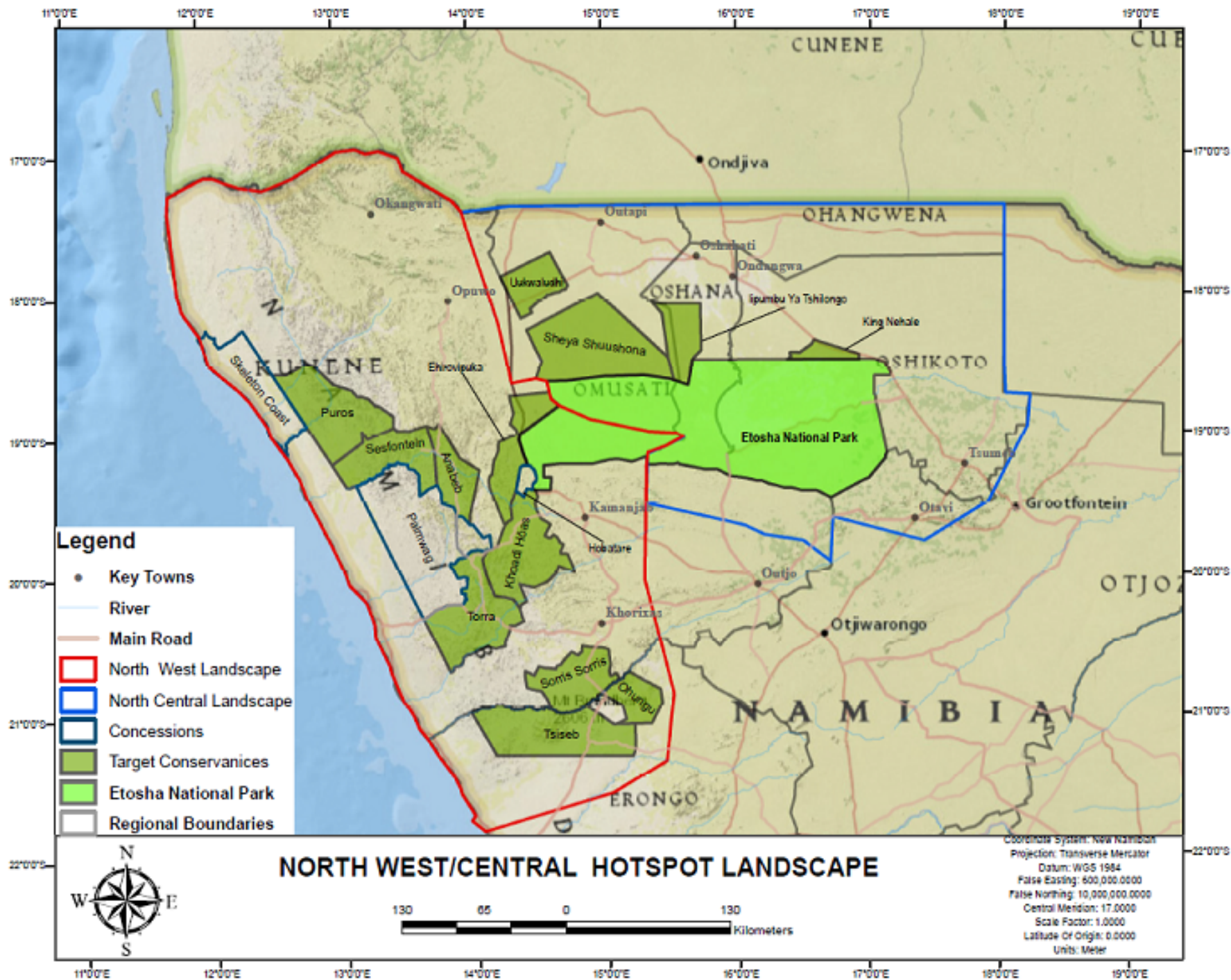
The geo-referenced project maps are appended to this CEO ER as Annex E. This annex includes a list of each of the protected areas, community conservancies and tourism concessions in which the project will be active.

Annex E: Project Map(s) and Coordinates[1]

Map 1: Project-targeted conservancies, concessions, and NPs in the NE HWC/WC Hotspot Landscape



Map 2: Project-targeted conservancies, concessions and NPs in the NW and NC HWC/WC Hotspot Landscapes



Project Sites: National Parks, Conservancies and Tourism Concessions in which the project outputs will be delivered

Project Hotspot Landscape	Site	Geolocation data (central point-location)	Administrative region	Area Km ²	Pop.
North-West (Kunene)	Purros Conservancy	18°45'00"S; 12°55'00"E	Kunene	3,562	1,167
	Sesfontein Conservancy	19°07'08"S; 13°37'02"E	Kunene	2,465	1,835
	Palmwag Concession	22°36'35"S; 14°32'16"E	Kunene/Erongo	5,828	-
	Anabeb Conservancy	19°08'00"S; 13°44'00"E	Kunene	1,570	1,498
	Torra Conservancy	20°24'50"S; 14°00'22"E	Kunene	3,493	1,333
	‡Khoadi -//Hôas Conservancy	19°51'03"S; 14°07'59"E	Kunene	3,364	5,083
	Sorris Sorris Conservancy	20°59'00"S; 14°47'00"E	Kunene	2,290	950
	Ohungu Conservancy	20°48'00"S; 15°13'00"E	Erongo	1,211	1,316
	Tsiseb Conservancy	21°48'06"S; 14°25'21"E	Erongo	7,913	2,636
	Ehi-Rovipuka Conservancy	19°04'00"S; 14°22'00"E	Kunene	1,980	1,426
	Hobatere Concession	19°33'26"S; 14°37'01"E	Kunene	258	-
North-Central (Etosha)	Etosha National Park	15°05'56"S; 16°11'03"E	Omusati/Oshana	22,270	-
	Uukwaluudhi Conservancy	17°47'00"S; 16°32'00"E	Omusati	1,437	980
	Sheya Shuushona Conservancy	18°20'00"S; 15°11'00"E	Omusati	5,066	3,551
	Ipumbu Ya Tshilongo Conservancy	18°05'44"S; 15°00'24"E	Oshana	1,548	2,464
	King Nehale Conservancy	18°14'44"S; 16°39'30"E	Oshikoto	5,069	508
North-East	Bwabwata National Park	18°09'59"S; 21°58'13"E	Kavango East/Zambezi	6,274	5,500
	Mudumu National Park	18°00'06"S; 23°00'36"E	Zambezi	737	-
	Lianshulu Tourism Concession	18°06'57"S; 23°23'18"E	Zambezi	-	-
	Kwandu Conservancy	17°44'32"S; 23°20'05"E	Zambezi	190	3,872
	Mayuni Conservancy	17°51'00"S; 23°21'50"E	Zambezi	151	2,598
	Sobbe Conservancy	17°52'00"S; 23°42'00"E	Zambezi	404	1,085
	Dzoti Conservancy	18°16'00"S; 23°50'00"E	Zambezi	287	2,029
	Wuparo Conservancy	18°14'39"S; 23°41'06"E	Zambezi	148	1,027
	Balyerwa Conservancy	18°21'37"S; 23°57'00"E	Zambezi	223	1,307
Mashi Conservancy	17°59'10"S; 23°17'50"E	Zambezi	287	2,431	

Note: Details of management structure, Gazettement Notices, conservancy profile, maps, game count data, brochures and contact details for each conservancy can be accessed on the website of the Namibian Association of CBNRM Support Organizations (NACSO):

<http://www.nacso.org.na/conservation-and-conservancies>.

[1] Disclaimer: The designations employed and the presentation of material on these maps (Maps 1 and 2) do not imply any opinion whatsoever on the part of the Secretariat of the United Nations or UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

1c. Child Project?

If this is a child project under a program, describe how the components contribute to the overall program impact.

The project is a child project under the Global Wildlife Programme (GWP). Within the GWP Programme Framework, the project will contribute to the GWP II Theory of Change (TOC) through delivery of the following core outcomes:

GWP components	GWP program outcomes	Key project contributions to GWP outcomes	Key project targets
<p><u>Component 1</u></p> <p>Conserve wildlife and enhance habitat resilience</p>	<p>-Stabilization or increase in populations of, and area occupied by, wildlife at program sites</p> <p>-Areas of landscapes and terrestrial/marine protected areas under improved practices and management effectiveness (MET T for PAs)</p> <p>-Formal agreements signed to increase connectivity of landscapes and establish transnational conservation areas</p> <p>-Strengthened long-term partnerships, governance, and finance frameworks for PAs</p> <p>-Increased revenues for protected areas and landscapes</p>	<p>Training equipment and operational support provided to the management and monitoring of high-value, high-risk species (elephants, rhinos) in accordance with science-based species management plans (Output 2.2)</p>	<p>PAs and conservancies managed more effectively.</p> <p>Indicated by:</p> <ul style="list-style-type: none"> - 3,004,500 ha of terrestrial protected areas improving their MET T score from an average of 62 to an average of 64 by EOP <p>Wildlife populations stabilized or increasing.</p> <p>Indicated by:</p> <ul style="list-style-type: none"> - A >15% reduction (as a % of the baseline) in the total number of elephants and rhinos poached per annum in the hotspot landscapes. - An increase in the total number of elephant (~4,000 at baseline) and black rhino (< 2,000 at baseline) populations in the hotspot landscapes to >4,000 and 2,200 respectively. <p>Landscapes with improved biodiversity management practices.</p> <p>Indicated by:</p> <ul style="list-style-type: none"> - 711,000 ha of conservancies under an improved conservation management regime
<p><u>Component 2</u></p> <p>Promote wildlife-based and resilient economies</p>	<p>-Enhanced policies, legislation, and strategies to foster wildlife-based economy</p> <p>-Increased access to finance for</p>	<p>Conservation of wildlife in community conservancies incentivized through: (i) developing wildlife-based JV enterprises (Output 3.1); (ii) establishing community-based</p>	<p>Increased incentives to protect and coexist with wildlife.</p> <p>Indicated by:</p> <ul style="list-style-type: none"> - An increase in the total number of conservancy members (disaggregated by gender) directly

	<p>r enterprises that support wildlife-based economy (WBE)</p> <ul style="list-style-type: none"> -Strengthened capacity of stakeholders to develop WBE and sustainable use activities -Increased concession agreements and nature-based tourism investments -Increased participation of communities in conservation compatible rural enterprises and WBE jobs -Additional livelihood activities established -Increased Human-Wildlife Conflict (HWC) strategies and site interventions deployed 	<p>supply chain services (Output 3.1); (iii) strengthening technical and professional skills of local communities (Output 3.2); and (iv) diversifying income streams (Output 3.3)</p> <p>Effective HWC strategies implemented through: (i) establishing dedicated HWC response coordination teams (Output 1.1); (ii) developing and maintaining a national HWC information management system (Output 1.1); and (iii) installing and scaling up of HWC avoidance/ prevention measures (Output 1.2 and 1.3)</p>	<p>employed by/in wildlife-based businesses in targeted conservancies from 748 (M=553; F=194) to 885 (M=581; F=304).</p> <ul style="list-style-type: none"> - An increase in the total value of income (N\$ per annum) in conservancies from the wildlife-based economy in targeted conservancies from N\$119,541,809 to N\$171,495,990. - An improvement in the % of targeted conservancies that are generating enough returns to: (i) cover operational costs from own income; and (ii) provide benefits to members (baseline <40% and <25%) to 50% and 35% respectively. - At least 60 (M=25; F=35; Youth=50) individuals from targeted conservancies complete formal (nature-based tourism) skills training courses and/or obtain accreditation <p>Reduction in HWC incidents. Indicated by:</p> <ul style="list-style-type: none"> - A reduction in the average number (per annum) of validated HWC incidents in targeted conservancies from >106 to <90. - An improvement in the average response time (hours) to reported HWC incidents in targeted conservancies from >72 hrs to <24 hrs. - An increase in the number of approved HWC management plans in targeted conservancies that are under implementation from 0 to 5.
<p><u>Component 3</u> Combat wildlife trafficking</p>	<ul style="list-style-type: none"> -Strengthened policy and regulatory frameworks to prevent, detect and penalize wildlife crime -Improved access to and use of actionable information, data, an 	<p>Anti-poaching operational, surveillance and communication equipment procured, tested, installed and/or upgraded (2.1)</p> <p>Professional training, planning</p>	<p>Strengthened institutional capacity for combatting WC (including implementation of innovative law enforcement tools, and improved data sharing and intelligence gathering).</p> <p>Indicated by:</p>

	<p>d intelligence through secure sharing mechanisms</p> <ul style="list-style-type: none"> -Improved enforcement, judicial, and prosecutorial institutional capacity to combat wildlife crime (site-based law enforcement). -Increased use of financial investigations and specialized techniques applied to other serious crime -Decreased number of target species poached (i.e. use of SMART tools) 	<p>ng and organizational support for more effective patrolling, intelligence gathering, investigations and information management by anti-poaching field units (Output 2.1)</p> <p>Operational support to research and monitoring of high-risk, high value wildlife populations (Output 2.2)</p>	<ul style="list-style-type: none"> - A >15% reduction (as a % of the baseline) in the total number of elephants and rhinos poached per annum in the hotspot landscapes. - An increase in the number of successful arrests and prosecutions of poachers (as a proportion of the total number of rhino and elephant poaching incidents in the hotspot landscapes) from <60 to 70 per annum.
<u>Component 4</u> Reduce demand	N/A	N/A	N/A
<u>Component 5</u> Coordinate and enhance learning	<ul style="list-style-type: none"> -Enhanced understanding of wildlife as an economic asset -Strengthened Public-private partnerships for promoting wildlife-based economies -Enhanced upstream sector engagement (governance, fiscal, finance, and trade) -Improved coordination among countries, donors, and other key stakeholders engaged in the implementation of the GWP -Increased global policy dialogue and engagement on IWT and wildlife for sustainable development -Enhanced GWP management a 	<p>Regional and national HWC-WC knowledge sharing platforms, involving local and regional stakeholders and GWP coordination platforms, contribute to awareness-raising and the sharing of information and lessons learnt (Output 4.1)</p> <p>M&E system (including gender indicators) guiding project implementation (Output 4.2)</p>	<p>Improved coordination and collaboration with neighbouring countries and among GWP countries and a community of practice built to share applied knowledge.</p> <p>Indicated by:</p> <ul style="list-style-type: none"> - More than 10 case studies/best practice knowledge management products developed and disseminated through GWP and other knowledge-sharing platforms. - More than 12 informal dialogues and formal information-sharing sessions hosted per annum in the hotspot landscapes. - At least 350 (210=M; 140=F) individuals participating in knowledge-sharing opportunities (including exchange programmes and national, regional and global HWC/WC meetings).

	nd monitoring platform		
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2. Stakeholders

Select the stakeholders that have participated in consultations during the project identification phase:

Civil Society Organizations Yes

Indigenous Peoples and Local Communities Yes

Private Sector Entities

If none of the above, please explain why:

Please provide the Stakeholder Engagement Plan or equivalent assessment.

In addition, provide a summary on how stakeholders will be consulted in project execution, the means and timing of engagement, how information will be disseminated, and an explanation of any resource requirements throughout the project/program cycle to ensure proper and meaningful stakeholder engagement

Select what role civil society will play in the project:

Consulted only;

Member of Advisory Body; Contractor; Yes

Co-financier;

Member of project steering committee or equivalent decision-making body; Yes

Executor or co-executor;

Other (Please explain) Yes

A comprehensive stakeholder analysis was undertaken during the PPG phase. Based on this analysis, a **Stakeholder Engagement Plan** that ensures inclusivity during project implementation and participation of the full spectrum of role players in the developing HWC-WC-Wildlife Economy community-of-practice - has been developed. ***Annex 7 Stakeholder Engagement Plan*** of the UNDP PRODOC provides the details on the project's action plan for stakeholder involvement and participation. The project approach to stakeholder involvement and participation during project implementation is briefly summarised below.

The project will bring together stakeholders from government, civil society and the private sector to ensure participatory planning, decision-making, monitoring and knowledge-sharing. Engagement processes will build on existing institutional frameworks and processes that have legitimacy and credibility and that take local customary norms into due consideration.

The projects stakeholder engagement approach is premised on the principles outlined in the table below.

Principle	Stakeholder participation will:
Value Adding	be an essential means of adding value to the project
Inclusivity	include all relevant stakeholders
Accessibility and Access	be accessible and promote access to the process
Transparency	be based on transparency and fair access to information; main provisions of the project's plans and results will be published in local mass-media
Fairness	ensure that all stakeholders are treated in a fair and unbiased way
Accountability	be based on a commitment to accountability by all stakeholders
Constructive	seek to manage conflict and promote the public interest
Redressing	seek to redress inequity and injustice
Capacitating	seek to develop the capacity of all stakeholders
Needs Based	be based on the needs of all stakeholders
Flexible	be flexibly designed and implemented
Rational and Coordinated	be rationally planned and coordinated, and not be <i>ad hoc</i>
Excellence	be subject to ongoing reflection and improvement

The project's design incorporates several approaches to ensure ongoing and effective stakeholder participation in the project's implementation. The mechanisms to facilitate involvement and active participation of different stakeholders in project implementation are summarised in the table below.

It is recognized that the ongoing presence of COVID-19 in the project landscapes, or a resurgence in infections (with re-introduction of travel and/or other restrictions) may impose constraints on the intended stakeholder engagement activities, especially in vulnerable communities. At inception, the project will develop a project-specific COVID-19 RISK Dashboard (See PRODOC **Annex 14** for details) to track incidence of the disease, a set of protocols for ensuring biosecure engagement processes, and risk thresholds at which the project will adapt its operations and stakeholder engagement processes to minimise risks of infection. Measures will include use of protective personal equipment, hand hygiene, strict social distancing and ensuring that appropriate communications infrastructure and technology is available to all stakeholders to enable virtual consultations and remote working conditions (See Annex 14 to the PRODOC for a more detailed description).

Stakeholders	Means of engagement with stakeholder	Level of involvement of stakeholder in project implementation
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National Government		
<i>Ministry of Environment, Forestry and Tourism: Directorate of Wildlife and National Parks, Wildlife Protection Service, Intelligence and Investigation Unit</i>	Project validation, project launch and inception, project steering committee meetings, face to face meetings, project technical workshops, informal dialogues, information sharing sessions, conferences, project symposia, electronic communications, site visits.	Project implementing agency (through PMU) Project oversight, overall project implementation through PMU, project technical support, project capacity building support, project co-financing partner, chair of the project steering committee.
<i>Namibian Police: Protected Resources Division</i>	Project validation, project launch and inception, face to face meetings, capacity enhancing workshops, professional trainings, project knowledge sharing platforms, conferences, regional and national symposia, electronic communications, site visits.	Project technical support, project capacity building beneficiary, project collaborating partner, member of project steering committee.
<i>Ministry of Defence</i>	Project validation, project launch and inception, face to face meetings, capacity enhancing workshops, professional trainings, project knowledge sharing platforms, conferences, regional and national symposia, electronic communications, site visits.	Project technical support, project capacity building beneficiary, project collaborating partner, member of project steering committee
<i>Ministry of Finance (Customs and Excise)</i>	Project validation, project launch and inception, face to face meetings, capacity enhancing workshops, professional trainings, project knowledge sharing platforms, conferences, regional and national symposia, electronic communications.	Project technical support, project capacity building beneficiary, project collaborating partner.
<i>Ministry of Justice, Office of the Prosecutor General, Office of Judiciary</i>	Project validation, project launch and inception, face to face meetings, capacity enhancing workshops, professional trainings, project knowledge sharing platforms, conferences, regional and national symposia, electronic communications.	Project technical support, project capacity building beneficiary, project collaborating partner.
Regional and Local Government		
<i>Regional Councils: Erongo, Kunene, Omusati, Oshana, Oshana West, Oshana East and Zambezi</i>	Project validation, project launch and inception, face to face meetings, capacity enhancing workshops, professional trainings, project knowledge sharing platforms, conferences, regional and national	Project beneficiary

	al symposia, electronic communications, site visits.	
International Partners		
<i>United Nations Development Programme</i>	Project validation, project launch and inception, project steering committee meetings, face to face meetings, project technical workshops, informal dialogues, information sharing sessions, conferences, project symposia, electronic communications, site visits.	Project technical support, project capacity building support, project co-financing partner, project reviews for GEF, member of project steering committee.
<i>United Nations Office on Drugs and Crime (UNODC) Programme for Combating Wildlife and Forest Crime</i>	Project launch and inception, project knowledge sharing platforms, conferences, regional and national symposia, electronic communications.	Project technical support, project capacity building support.
<i>World Bank global Wildlife Programme (GWP)</i>	Project launch and inception, project knowledge sharing platforms, conferences, regional and national symposia, electronic communications.	Project technical support, project capacity building support.
<i>Germany International Bank (KfW)</i>	Project launch and inception, project knowledge sharing platforms, conferences, regional and national symposia, electronic communications.	Project technical support, Project co-financing partner.
<i>United States for International Development (USAID)</i>	Project launch and inception, project knowledge sharing platforms, conferences, regional and national symposia, electronic communications.	Project technical support, project capacity building support, project synergies.
<i>Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)</i>	Project launch and inception, project knowledge sharing platforms, conferences, regional and national symposia, electronic communications.	Project technical support, project capacity building support, project synergies.
Civil Society and NGOs		
<i>Namibian Association of Community-Based Natural Resources Management Support Organisation (NACSO)</i>	Project validation, project launch and inception, project steering committee meetings, face to face meetings, project technical workshops, informal dialogues, information sharing sessions, conferences, project symposia, electronic communications, site visits.	Project technical support, project capacity building support, member of project steering committee.

<i>Integrated Rural Development and Nature Conservation (IRDNC)</i>	Project validation, project launch and inception, face to face meetings, project technical workshops, informal dialogues, information sharing sessions, conferences, project symposia, electronic communications, site visits.	Project technical support, project capacity building support.
<i>Namibia Development Trust (NDT)</i>	Project validation, project launch and inception, face to face meetings, project technical workshops, informal dialogues, information sharing sessions, conferences, project symposia, electronic communications, site visits.	Project capacity building support.
<i>Community Conservation Fund of Namibia (CCFN)</i>	Project validation, project launch and inception, face to face meetings, project technical workshops, informal dialogues, information sharing sessions, conferences, project symposia, electronic communications.	Project collaborating partner.
<i>Namibia Nature Foundation (NNF)</i>	Project validation, project launch and inception, project steering committee meetings, face to face meetings, project technical workshops, informal dialogues, information sharing sessions, conferences, project symposia, electronic communications, site visits.	Project technical support, project capacity building support, member of project steering committee.
<i>Elephant Human Relations Aids (EHRA)</i>	Project validation, project launch and inception, face to face meetings, project technical workshops, informal dialogues, information sharing sessions, conferences, project symposia, electronic communications.	Project collaborating partner, project synergies
<i>Save the Rhino Trust (SRT)</i>	Project validation, project launch and inception, face to face meetings, project technical workshops, informal dialogues, information sharing sessions, conferences, project symposia, electronic communications.	Project collaborating partner, project synergies
<i>AfriCat Foundation</i>	Project validation, project launch and inception, face to face meetings, project technical workshops,	Project collaborating partner, project synergies

	face to face meetings, project technical workshops, informal dialogues, information sharing sessions, conferences, project symposia, electronic communications.	synergies
<i>TRAFFIC</i>	Project validation, project launch and inception, face to face meetings, project technical workshops, informal dialogues, information sharing sessions, conferences, project symposia, electronic communications.	Project collaborating partner, project synergies
Local organisation, institutions and individuals		
<i>Traditional Authorities</i>	Project launch and inception, face to face meetings, informal dialogues, information sharing sessions, project symposia, site visits.	Project beneficiary
<i>Communal Conservancies</i>	Project validation, project launch and inception, face to face meetings, project technical workshops, informal dialogues, information sharing sessions, conferences, project symposia, electronic communications, site visits.	Project beneficiaries, project collaborating partners, project implementation partners.
<i>Farmers (both men and women, and marginalised groups)</i>	Project launch and inception, face to face meetings, project technical workshops, informal dialogues, information sharing sessions, conferences, project symposia, electronic communications, site visits.	Project beneficiaries
Other Stakeholders		
<i>Namibia Broadcasting Corporation and Other media outlets</i>	Project validation, project launch and inception, face to face meetings, project technical workshops, informal dialogues, information sharing sessions, conferences, project symposia, electronic communications, site visits.	Project awareness raising agents

3. Gender Equality and Women's Empowerment

Provide the gender analysis or equivalent socio-economic assesment.

To ensure that the project design and activities fully incorporate and reflect the views of women and provide equitable opportunities for women and girls to benefit from their involvement, a gender analysis was undertaken during the PPG phase, led by a Gender Specialist. The consultations consisted of meetings with local leadership and gendered community meetings in all three of the project's hotspot landscapes. A short survey was administered to community members with an aim to capture individual understanding and perceptions of the gender dimensions of HWC/WC and nature-based livelihoods within their communities, differentiated impacts of HWC and WC on women and other social groups, and gender-differentiated capacity-strengthening needs (at systemic, institutional and individual levels). Community meetings were carried out in the form of Focussed Group Discussions (FGDs) with community members representing different villages or zones of the conservancies as advised by the conservancy leaders. The FGDs were conducted with translations in all languages and discussions were recorded. The leadership meetings mainly comprised conservancy, forestry, traditional authority and other relevant leaders in the conservancies.

Based on this gender analysis, a comprehensive *Gender Action Plan* has been developed. In addition to contextual information, it includes a detailed framework of activities for addressing gender equality and women's empowerment, with indicators and targets for each output. Under Component 1, key activities for ensuring gender equality and empowerment will include ensuring that: (i) the HWC-related information collated and managed by the regional HWC information centres will be accessible to women, and that they are empowered to make contributions to data collection and management; (ii) women are trained and equipped to implement human-elephant and human-predator conflict-avoidance and mitigation measures, and that they are adequately represented in the Lion Ranger Programme; and, (iii) HWC management plans meaningfully incorporate women's issues. Under Component 2, the project will ensure that: (i) women are actively involved in professional training programmes for anti-poaching and wildlife protection; and (ii) women with specialist skills and knowledge are actively encouraged to participate in research and monitoring relevant to the management of high-value, high-risk species. Under Component 3, the project will ensure that men and women will benefit equitably from: (i) involvement in wildlife-tourism and other nature-based businesses and livelihoods and revenue streams supported or catalysed by the project; (ii) award of low-value grants; and (iii) training, marketing and promotional events and downstream employment opportunities. Under Component 4 the project will ensure that gender-disaggregated data is collected and collated and used to inform adaptive management of project activities to ensure gender equality and women's empowerment, and that all social groups are able to participate in and benefit from knowledge-sharing activities.

The *Gender Analysis and Action Plan* is appended as Annex 9 to the UNDP PRODOC. *Section IV: Project Results Framework* of the the UNDP PRODOC also includes gender-disaggregated targets and indicators, with a dedicated budget allocated under Component 4 to ensure that they are effectively monitored. The project will employ a Social and Environmental Safeguards Officer (SESO) on a part-time (consultancy) basis to monitor implementation of the *Gender Action Plan* (as part of a broader set of safeguards-related duties) and to make recommendations for adaptive management to ensure that gender is effectively mainstreamed across all areas of project endeavor.

Does the project expect to include any gender-responsive measures to address gender gaps or promote gender equality and women empowerment?

Yes

Closing gender gaps in access to and control over natural resources; Yes

Improving women's participation and decision making Yes

Generating socio-economic benefits or services or women Yes

Does the project's results framework or logical framework include gender-sensitive indicators?

Yes

4. Private sector engagement

Elaborate on the private sector's engagement in the project, if any.

The project will facilitate the development and maintenance of equitable partnerships – through the joint venture (JV) (Outputs 3.1 and 3.2) and ‘conservation performance system’ (Output 3.3) modalities – between conservancies and prospective private sector ecotourism enterprises to: (i) generate significant opportunities for training, entrepreneurial and employment; and; (ii) more sustainable revenue streams, for targeted conservancies and their conservancy members. The project will seek to ensure that the community role in ecotourism JVs is not relegated to providing local labour and land tenure for the tourism enterprise development. It will also assist conservancies to redress any power asymmetries, which are inherent to ecotourism partnerships between private enterprises and local conservancies, that may develop during the planning, development and operationalization of JVs.

The project will also engage with private sector organizations that are leading innovative technological developments in automated real-time tracking systems for collared damage-causing wildlife (Output 1.4) and high-risk, high-value wildlife that are the focus of Component 2 (Output 2.2). The project will further explore and develop collaborative partnerships with private companies in the deployment and testing of cost-effective anti-poaching surveillance and detection equipment and technology (Output 2.1), and for developing and piloting a voluntary biodiversity offsets scheme with local mining companies (Output 3.3).

All prospective private sector partners will be expected to satisfy the requirements of *UNDP's Policy on Due Diligence and Partnerships with the Private Sector* (2013), complemented by application of the *Private Sector Risk Assessment Tool* (2016) and the *Risk Assessment Tool Guidelines*. Private Sector partners will also be expected to uphold the principles and standards of UNDP's *Social and Environmental Standards Policy* and comply with all safeguards risk management plans included in the project's Environmental and Social Management Plan (ESMP).

5. Risks to Achieving Project Objectives

Elaborate on indicated risks, including climate change, potential social and environmental risks that might prevent the project objectives from being achieved, and, if possible, the proposed measures that address these risks at the time of project implementation.(table format acceptable):

A summary of the overall risks to implementation of the project is presented in the Table below and in the UNDP PRODOC (**Table 3, and Annex 5: UNDP Risks Register**). The social and environmental safeguards risk is rated HIGH. The social and environmental safeguard risks that the project might trigger (as identified through UNDP's standardized SES risk screening procedure - See PRODOC **Annex 4**) are also reflected in the table below. The ESMF (see PRODOC **Annex 8**) identifies the steps that will be followed during the inception/implementation phases for the completion of stand-alone management plans as justified based on the results of the SESP for the moderate and high risks identified, including an Environmental and Social Impact Assessment (ESIA), Environment and Social Management Plan (ESMP), Stakeholder Engagement Plan and Indigenous Peoples Plan (IPP), and an effective project-level Grievance Redress Mechanism (GRM). The risks presented by the impacts of the COVID-19 pandemic and climate change were identified through focused risk assessments, the results of which are presented in **Annex 14** (for COVID-19) and **Annex 15** (climate risk screening) to the PRODOC, with key issues summarized below.

COVID-19[1]:

Annex 14 includes a detailed assessment of the impacts and risks associated with COVID-19 in Namibia, risk mitigation measures, and opportunities and actions for addressing the country's broader socio-economic recovery whilst delivering global environmental benefits. A summary of the key risks COVID-19 presents to implementation of this project and achievement of its intended outcomes and mitigation actions is also included in **Tables 3 and 4** below, and general recommendations for assessing and managing COVID-19 related risks during implementation are included in the Project's Environmental and Social Management Framework (ESMF, **Annex 8**).

At the time of writing, the spread of the disease in Namibia had declined substantially (with a total of 2,317 active cases as at 20/09/20), but the situation is likely to remain fluid and it is expected that project operations and activities during at least the first half of 2021 may be affected by the risks of exposure and transmission. The key risks presented by the COVID-19 pandemic to implementation of this project and achievement of its intended outcomes include (i) risks to community health and safe working conditions (including risks associated with stakeholder engagement); (ii) risks to implementation (due to capacity limitations); (iii) Financial and other risks in the enabling environment due to protracted impacts on the economy; and, (iv) risks to the viability of tourism-related outputs.

While Namibia may benefit from the geographic isolation of many of its rural communities, with a comparatively low national population and low population density, the country's limited health services presents a potentially high risk should the infection rate rise again in the country. At the same time, the financial implications of the pandemic will increase the importance of diversified, nature-based employment opportunities and income for rural communities, as described under Outcome 3 (and detailed in the 'Opportunities' section of **Annex 14**).

For as long as the COVID-19 pandemic remains a risk, the Project must ensure preparedness, including assessing exposure and transmission risks during the course of work and potential direct impacts from the pandemic, and developing management plans for COVID-19. In addition to the specific mitigation measures described in the Table below and in Annex 14, the Project should: (i) Align and coordinate with government and civil society actions related to the COVID-19 pandemic where appropriate; (ii) Assist in communicating official information regarding the pandemic to communities and partners; (iii) Ensure staff are prepared and trained to carry out their work safely in the Project office(s), with partners and communities, including provision of protective equipment where it can reduce risks, increasing opportunities for remote work where required and ensuring national quarantine and isolation recommendations are adhered to; (iv) Ensure all

community engagement follows minimum protocols to curtail risk of infection within and between communities; (v) Regularly monitor the implementation and effectiveness of risk-reduction measures undertaken by the Project, and the indirect and induced impacts of disease-containment measures on realization of project outcomes. An updated assessment of the COVID-19 situation must be undertaken at project inception as part of the Environmental and Social Impact Assessment (ESIA), with updated risk management measures captured in the project's Environmental and Social Management Plan (ESMP).

Climate risks[2]:

The results of the climate-risk screening undertaken during project development are presented in **Annex 15**. Observed climatic shifts over the past 50 years, and future projections indicate that Namibia will become hotter (with an average increase of 2.14°C by 2059 and the greatest increases experienced over the central regions and), with shorter and warmer cold spells; rainfall will show increased spatial and temporal variation (with greater inter-annual variability and later onset and shorter duration of summer rains), and an overall decline in annual volume (with the North-West and central regions showing the greatest reductions, though the North-East may experience localized increases in summer rainfall). It is expected that the country will experience more frequent intense-rain events resulting in floods, longer and more intense dry periods, droughts and heatwaves. The direct impacts of this will be increased water scarcity and heat stress, and extended dry seasons. Indirect impacts include declining soil fertility, increased incidence and spread of vector- and water-borne diseases (such as malaria and cholera), and impacts on the diversity, structure and functioning of natural ecosystems.

Climate change serves as a significant multiplier of existing socio-economic and environmental risks in the project landscapes, increasing the vulnerability of social and ecological systems, and exposure of climate-sensitive livelihood sectors such as agriculture, livestock-keeping and nature-based tourism. The climate-change related vulnerability of the largely rural population is mediated through impacts on food security, health and capacity to maintain livelihoods. The viability of both agriculture and livestock-keeping will be compromised and the environmental thresholds within which tourism activities can be conducted safely may be exceeded. It is predicted that there will be increased incidence of damaging fires which, together with the greater incidence of floods and spread of certain diseases, may pose risks not only to habitats and wildlife, but also to tourism infrastructure, roads and human safety.

Applying the *GEF-STAP Guidelines for Climate Risk Screening*, the project's climate risk rating is High, as there is a potential for widespread impacts from climate change to be experienced in all three of the project's target landscapes. The possibility of financial, environmental and social underperformance or failure cannot be excluded and this might compromise the project's capacity to deliver its intended outcomes and global environmental benefits[3]. The project will deploy risk management activities focused on reducing human-wildlife conflicts over access to water, improving water-use efficiency, and diversification of livelihoods, as reflected in the Risks Table below (and in the UNDP PRODOC: **Table 3 and Annex 5**).

Risk description	Risk assessment[4] (I = impact; P = probability)	Risk mitigation measures
A downturn in tourism in Namibia due to the global impacts of the Covid-19 pandemic - or other drivers - limits the interest of the private sector in investing in new lodges. I=5; P=4	High (I=5; P=4)	The project will seek to contribute to, and align with, the implementation of <i>Namibia's Covid-19 Economic Recovery Plan, the Conservation Relief, Recovery and Resilience Facility</i> , and the <i>Strategy to Rebuild Namibia's Tourism Sector</i> (being commissioned at time of writing) to mitigate the anticipated negative impacts on the country's economy, and specifically the wildlife-based tourism and conservation hunting sectors in the target landscapes.

<p>in new lodge JVs in conservancies (See Annex 14 for further details)</p>		<p>While the project cannot specifically mitigate against the short-term impact of international and regional travel restrictions on these sectors, it includes several measures under Outcome 3 that will contribute to diversification of income streams in community conservancies and build skills and capacities that equip people to enter the broader market-place as well as mainstream wildlife-tourism enterprises.</p> <p>It will support community-based tourism enterprises in the hotspot landscapes to implement the relevant <i>UNWTO Recommendations to Mitigate the Impact of Covid-19 on Tourism</i> through its disbursement of Low Value Grants under Output 3.1, and will invest in improving skills of conservancy members to obtain employment in wildlife-based enterprises and the broader market place under Outcome 3.2.</p> <p>With regard to the development of tourism-related businesses the project will only work in those areas where a prospective private sector partner in the JV still considers it viable to invest in a 'build and operate' (or build-operate-transfer) lodge-type facility post the Covid-19 outbreak. It will then support the targeted conservancy to create the enabling environment for this private sector investment and to optimize the short and long-term benefits for the community from the construction and operation of the JV lodge.</p> <p>The project will further seek to buffer communities against over-reliance on income from tourism by developing and piloting alternative, innovative income-generation streams such a biodiversity offsets scheme with the local mining sector (under the corporate social responsibility framework); and a 'conservation performance system' under the framework of the Wildlife Credit Scheme (See Output 3.3).</p>
<p>The ongoing presence of COVID-19, or an upsurge in infections, and measures introduced to contain the spread of the disease may disrupt project implementation and ability to carry out field work and stakeholder engagements (especially in vulnerable communities) due to risks posed to community health, safety and working conditions (See Annex 14 for details)</p>	<p>Moderate (I=4; P=2)</p>	<p>Mitigation measures include:</p> <ul style="list-style-type: none"> · Development of a project-specific COVID-19 Risk Dashboard to monitor incidence of the disease, partner capacity to fulfil obligations to the project, vulnerability of target communities and to track direct, indirect and induced impacts that may influence implementation · Develop a set of protocols for ensuring biosecure project implementation and risk thresholds at which the project will adapt its operations according to the protocols · Ensure that appropriate capacity and communications infrastructure is in place to facilitate remote work and virtual consultations where this becomes necessary to avoid risks to health and safety. <p>(See Annex 14 for details)</p>
<p>The Government does not commit adequate</p>	<p>Moderate (I=4; P=2)</p>	<p>The project outputs have been identified, and project activities developed, in close collaboration with the MEFT (particularly the DWNP) in ord</p>

<p>financial resources and human resource capacities to fulfil its mandated roles and responsibilities for managing HWC and combatting wildlife crime in the project hotspot areas.</p>		<p>er to incrementally build on the existing foundation of financial resources and institutional capacities in the responsible government institutions.</p> <p>Careful attention has been paid in project design to aligning the project outputs and activities with complementary baseline investments and initiatives that are supporting the government in the management of HWC and combatting of wildlife crime (including GPTF funded projects and programmes, the CWCP, the NamParks programme, CCFN initiatives, IWPP, CBNRM Conservancy Support initiatives, TOSCO-funded projects, national communications and awareness-raising campaigns and NGO-funded initiatives) in the project hotspot areas.</p> <p>The project will also support MEFT in hosting regular HWC and WC donor (and their implementing CBO/NGO) coordination meetings to ensure the ongoing complementarity of investments and activities, avoidance of duplication and overlaps and scaling up of effective interventions.</p>
<p>Extreme climatic stresses (low rainfall, high temperatures, increased incidence of droughts, floods and damaging wildfires) may result in: (i) communities illegally settling and grazing livestock in the conservancy core wildlife zones; (ii) predators and elephants encroaching deep into human settlements in their search for food and water, resulting in increased number and intensity of incidences of HWC, retaliatory killing and poaching; and (iii) increased vulnerability of communities due to increased food and water insecurity and collapse of climate-sensitive livelihoods (See Annex 15, Climate Risk Assessment for details)</p>	<p>Substantial (I=4; P=3)</p>	<p>The project was developed during a period of extreme drought across Namibia. These drought conditions have led to: (i) significant short-term changes in the movement of elephants, and the home ranges of predators; (ii) substantive livestock losses and crop failures by subsistence farmers in the project landscapes</p> <p>Project outputs and activities have thus targeted GEF support to communities living in those conservancies within the project planning domain that are most impacted by the effects of drought as a result of increased HWC, increased poaching and loss of income from agriculture. This support will include: (i) improving the capacity of the MEFT to respond timely to local incidences of HWC, and to provide direct HWC extension support to affected communities; (ii) speeding up the processes for farmer HWC claims from the HWCRS; (iii) upgrading and rehabilitating elephant proof water supply facilities in villages and other measures to reduce conflicts over water and improve water supply to communities; (iv) developing alternative elephant-friendly water points for elephants; (v) increasing the reach of the 'lion ranger' programme; (vi) instituting a more efficient and cost-effective lion early warning system in communities; (vii) improving the state of knowledge on the changes in movements and behavior of lions and elephants in response to drought conditions; (viii) facilitating the further development and expansion of wildlife-based livelihood and employment opportunities (new lodge JVs, key skills development, specialist training); and (ix) developing new income-generating activities for conservancies (biodiversity offsets, fund-raising, conservation performance partnerships, branding and marketing and new events and functions)</p> <p>The fundamental premise underpinning the project's approach is that wildlife will only be conserved if the net benefits to communities and landowners of living with wildlife, or engaging in its conservation, outweigh the net costs. It is envisaged that the cumulative benefits of these pr</p>

		<p>ject outputs and activities (and other complementary activities from the baseline investments) <u>could</u> provide sufficient net benefit to communities and thus act as enough of an incentive for communities to actively monitor and enforce the extent and scale of illegal activities (grazing, clearing for agriculture, settlements, poaching, mining, etc.) occurring in the core wildlife movement corridors of these conservancies.</p> <p>A more detailed assessment of climate-related risks will be undertaken as part of the ESIA to be conducted during the first six months of project implementation and appropriate climate risk management measures will be incorporated into the project's ESMP.</p>
Poor governance and/or financial mismanagement leads to inequitable income distribution to communities living in conservancies	Moderate (I=4; P=2)	<p>Several systems are already in place to mitigate this risk:</p> <ul style="list-style-type: none"> · The MEFT has established Standard Operating Procedures for the good governance of registered conservancies and can deregister a conservancy if it fails to comply with this SOP. · The MEFT and NACSO conduct annual audits of all conservancies. · At conservancy AGMs, management committee elections are held, annual budgets and financial statements are reviewed and approved and decisions on other key issues are made. · Conservancy management committees receive extensive administrative and technical support and training from NGO's/CBOs (e.g. IRDNC, WWF, NNF). · More recently conservancies are even starting to deal with poor governance issues through clusters, each with a cluster coordinator (administered by IRDNC), or through regional associations. <p>While the project will need to work closely with the conservancy management committees, it will independently administer, review and audit the low value grant facility in Output 3.1 in conformance with the UNDP 'Guidance on Micro-Capital Grants' to further reduce any financial mismanagement issues.</p>
A sharp Increase in poaching of high value wildlife species by syndicates overwhelms Namibia's wildlife crime management capacity	Moderate (I=3; P=3)	<p>A considerable investment in Namibia's domestic wildlife justice institutions - along with strong collaborative partnerships with NGOs, donors, private sector, and communities - has improved the country's capacity to enforce, investigate and prosecute wildlife crimes. This is reflected in the drop in rhino poaching incidents in Namibia to 41 individuals killed in 2019, compared with nearly 72 during the same period last year.</p> <p>However, criminals adapt when things get difficult; an increasing range of species is now being targeted, more sophisticated tools and approaches are being developed, new areas are constantly being sought and</p>

		<p>ities are being developed, new areas are constantly being sought and sophisticated criminal syndicates continue to operate across borders. Further, predictions suggest that poaching is also likely to escalate – at least in the short-term – as a result of the downturn in tourism and other impacts of the Covid-19 crisis.</p> <p>This project will contribute to building the capacity for dealing with wild life crime in Namibia by strengthening one of the ‘weak links’ in the wild life criminal justice system - the operational capacities of the MEFT’s Wildlife Protection Services – in the targeted hotspot landscapes. It will also improve collaboration and cooperation with neighboring countries in countering trans-boundary wildlife crime syndicates.</p>
<p>Social and environmental safeguard risks under Principle 1 (Human Rights), and Principle 3, Standards 3 (Community Health, Safety and Working Conditions), and 6 (Indigenous Peoples) - as identified through the project’s SESP, (see Annex 4) - are rated as moderate or high</p>	<p>Substantial (I=5; P=2)</p>	<p>The project has undertaken the prescribed screening for Environmental and Social Safeguard Risks and has developed an ESMF which described the further risk assessments that must be undertaken during implementation. Immediately after inception, the project will appoint an independent safeguards expert to:</p> <ul style="list-style-type: none"> · Carry out an Environmental and Social Impact Assessment (EISA) · Develop an Environmental and Social management Plan (ESMP), which will incorporate an Indigenous People’s Plan (IPP) and any other activity-specific management plans as identified during the ESIA · Develop a project-level Grievance Redress Mechanism · Conduct relevant consultations to obtain the Free, Prior and Informed Consent (FPIC) of affected communities · Train the PMU staff. Key government counterparts and other relevant stakeholders on safeguards-related issues and implementation of the project’s safeguards risk management instruments <p>Dedicated budget has been provided to appoint, on a part time basis, a Safeguards Officer (SESO) who will support the PMU by overseeing implementation of the safeguards management plans. Monitoring safeguards risks and recommending adaptive measures where necessary.</p>

A detailed *Risk Register* has been developed for the project (see [Annex 5](#) to the UNDP PRODOC) and this will be used to monitor risks throughout the life of the project.

During the project development process, an assessment of social and environmental safeguard risks was carried out, and mitigation or management measures were identified, as reflected in the project’s *SESP Report* ([Annex 4](#) to the PRODOC) and the project’s *Environmental and Social Management Framework* (ESMF), appended as [Annex 8](#) to the PRODOC. The ESMF includes an *Indigenous People’s Planning Framework* (IPPF) and the results of preliminary consultations to obtain the *Free Prior and Informed Consent* (FPIC) of indigenous peoples who live within the project domain or might be affected by project activities. A summary of the social and environmental risks, and measures for their mitigation is presented below: All of the risks flagged in the project’s approved SESP (*Social and Environmental Screening Procedure Report*) will be further assessed during the first six months of project implementation through preparation of an *Environmental and Social Impact Assessment* (ESIA). This will provide the basis for development of an *Environmental and Social Management Plan* (ESMP), and *Grievance Redress Mechanism*. FPIC consultations will also take place, with training provided to all relevant stakeholders, before any activities commence in

landscapes that are home to indigenous communities, as identified in the ESMF and IPPF. No project activities that could result in economic displacement, reduced access to land or resources or that could provide livelihoods restoration support for economically displaced communities, including ethnic minorities, can commence until the ESIA and ESMP have been completed and approved and the identified management measures are put in place. The table below summarizes the main SESP risks and mitigation measures:

Risk description	Risk assessment	Risk mitigation measures
Indigenous peoples including vulnerable groups might not be involved in project design and therefore not engaged in, supportive of, or benefiting from project activities.	High	In order to safeguard indigenous peoples within project activities an Indigenous Peoples Plan (IPP) will be formulated for the project, guided by the Indigenous People's Planning Framework (IPPF) that has been developed during the PPG. The Stakeholder Engagement Plan will take account of factors noted above, including the use of appropriate language, engagement of youth and use of consultation. Free, prior and informed consent (FPIC) consultations must be carried out for certain project activities. (Also refer to the Project Indigenous Peoples Planning Framework (IPPF) for more details).
Anti-poaching patrols could pose safety risks to local communities if enforcement officers are not properly trained, managed or overseen.	High	Consultations with communities on the risks of anti-poaching patrols and engagement with anti-poaching activities to be included in the ESIA consultations and will inform ESMP in regard to sensitization and any additional project activities required to mitigate risks to communities and strengthen anti-poaching outcomes. These will include, at a minimum, training in the principles of human rights, appropriate use of force, conflict resolution and negotiation skills . Additionally, the project's Grievance Redress Mechanism design will take into account accessibility, protection and participation for community members. The ESMP will describe measures, to be proposed from ESIA and ESMP consultations with communities and anti-poaching personnel, to increase joint activities and communication.
Anti-poaching patrols could face safety risks during encounters with poachers.	High	The project will consult with MEFT and key APU staff to ensure the Project mitigates safety risks to APUs through projects activities including the provision of equipment and training to address occupational safety risks . These consultations will be primarily carried out during the ESIA and ESMP preparation phases, and actions to address this risk will be described in the ESMP.
Local governments and community associations might not have the capacity to implement and/or coordinate project activities successfully.	Moderate	This risk has been addressed through project design . Under Outputs 1 and 3, the project will assess potential partner capacity before activities commence and mitigate any shortfalls in capacity through capacity building, technical support or redesign of activities. Partner capacity levels will be assessed before activities commence (baseline) and will be re-assessed during implementation in the Mid-Term Review and Terminal Evaluation.
Government does not ensure that laws, policies and practices supporting or complementary to the project activities are being fully implemented	Moderate	The Project Steering Committee will provide an avenue of communication and resolution between relevant offices in Government and the Project should issues arise regarding the implementation and enforcement of national laws and policies.
Poorly informed or executed project activities could damage critical habitats and change lan	Moderate	The Environmental and Social Impact Assessment (ESIA) will examine this issue further, and the Environmental and Social Management Plan (ESMP) will make recommendations to the Project Management Unit (PMU) regarding further actions during the project. Additionally, the Project will observe the establis

discuss suitability for threatened species.		enhanced regulatory framework for monitoring and assessing such risks, for example the Environmental Management Act (2007).
Project activities and approaches might not fully incorporate or reflect views of women and girls and ensure equitable opportunities for their involvement and benefit.	Moderate	The project will follow recommendations of the ESMP, Stakeholder Engagement Plan and Gender Action Plan - in line with all national policies on gender - to ensure the inclusion of women and girls in the Project's activities. The Project's Social and Environmental Safeguards Officer's duties will include monitoring of gender issues. The Gender Action Plan will be reviewed and, if necessary, adjusted during the annual project implementation reports (PIRs).
Increased enforcement and new approaches to HWC/WC could change current access to PAs, buffer zones and resources, potentially leading to economic displacement and/or changes to property rights.	Moderate	The ESIA and ESMP must define processes where Project staff, with the support of MEFT and other stakeholders, will monitor and consult on any changes to land use and enforcement resulting from project activities, before they are implemented, incorporating suitable mitigation measures wherever possible. If it is deemed necessary during the ESIA, the project will develop a Livelihoods Restoration Plan to mitigate any economic displacement that may result from changed land access.
Project outcomes will be vulnerable to potential impacts of extreme climatic stresses (low rainfall, high temperatures)	Moderate	The ESIA will assess activities for impact and sustainability within Namibia's national context, including its arid climate. The ESIA will make recommendations which will be formulated by the ESMP into project activities. Furthermore, the Project Steering Committee and project team will utilize the expertise of MEFT and local partners to ensure the Project's activities are sustainable.
Project activities could have inadvertent adverse impacts such as sharing knowledge in a way that is not culturally appropriate.	Low	The IPP and Stakeholder Engagement Plan will provide guidelines for consultation and participation of communities, to avoid or mitigate such risks. Communities will have the option of lodging complaints regarding culturally inappropriate activities through the project's GRM . Project integration of FPIC consultations will ensure indigenous people's consent, and can withdraw consent, for activities affecting their communities.

[1] For sources of data on which risk identification is based, please see Annex 14.

[2] For sources of data and detailed information, please see Annex 14.

[3] GEF-STAP. 2019. *STAP Guidance on Climate Risk Screening: A STAP Document*. Global Environmental Facility, Washington D.C, USA.

[4] Rated on a scale of 1-5, where 5 = critical and 1 = very low.

6. Institutional Arrangement and Coordination

Describe the institutional arrangement for project implementation. Elaborate on the planned coordination with other relevant GEF-financed projects and other initiatives.

Section VII Governance of the UNDP PRODOC details the governance and implementation arrangements for the project. These may be summarised as follows:

UNDP is accountable to the GEF for the implementation of this project. This includes oversight of project execution to ensure that the project is being carried out in accordance with agreed standards and provisions. UNDP is responsible for delivering GEF project cycle management services comprising project approval and start-up, project supervision and oversight, and project completion and evaluation. UNDP is responsible for the Project Assurance role of the Project Board/Steering Committee.

The project will be implemented following UNDP's national implementation modality, according to the *Standard Basic Assistance Agreement* (SBAA, 22 March 1990) between UNDP and the Government of Namibia and the *UNDP Country Programme Document* (CPD) for Namibia (2019-2023).

The Implementing Partner for this project is the Ministry of Environment, Forestry and Tourism (MEFT). The Implementing Partner is responsible for executing this project. Specific tasks include:

- Project planning, coordination, management, monitoring, evaluation and reporting. This includes providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes and is aligned with national systems so that the data used and generated by the project supports national systems.
- Risk management, as outlined in this Project Document.
- Procurement of goods and services, including human resources.
- Financial management, including overseeing financial expenditures against project budgets.
- Approving and signing the multiyear workplan.
- Approving and signing the combined delivery report at the end of the year.
- Signing the financial report or the funding authorization and certificate of expenditures.

The Directorate of Wildlife and National Parks (DWNP) in the MEFT will designate a senior staff member to act as the National Project Director (NPD). The NPD will provide the strategic oversight and guidance to project implementation^[1].

The day-to-day administration and management of the project will be carried out by a full-time Project Manager (PM)^[2], with the financial support of a Financial Manager (FM)^[3], professional support of a Wildlife Conservation Manager (WCM)^[4] and administrative support of a part-time Project Assistant (PA). The PM, WCM, FM and PA will be allocated office space in the premises of the DWNP in Windhoek. Field-based technical project support and oversight will be provided by

3 Field Coordinators (FC) located in the MEFT regional offices in each of the three hotspot landscapes. Collectively the PM, WCM, FM, PA and 3 FCs will comprise the core of the Project Management Unit (PMU). The PMU will also be supported by a part-time Social and Environmental Safeguards Officer (SESO) on retainer contract.

The PM has the authority to administer the project on a day-to-day basis on behalf of the MEFT and UNDP, within the parameters determined by the Project Board. The PM's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The PM will liaise and work closely with all partner institutions to link the project with complementary national programs and initiatives. The PM is accountable to the NPD and UNDP for the quality, timeliness and effectiveness of the activities carried out, as well as for the use of funds.

The PMU will be technically supported by contracted national experts, NGO's, international consultants and companies, and other experts in the MEFT, DWNP and partner organizations. The recruitment of specialist support services and procurement of any equipment and materials for the project will be done by the PM with the support of the FM, working in consultation with the NPD, and in accordance with relevant recruitment and procurement rules and procedures, and the Recommendations on GEF Fiduciary Standards (2012).

The Project Board (also called Project Steering Committee) is responsible for taking corrective action as needed to ensure the project achieves the desired results. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case consensus cannot be reached within the Board, the UNDP Resident Representative (or their designate) will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed. Specific responsibilities of the Project Board include:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the project manager;
- Provide guidance on new project risks, and agree on possible mitigation and management actions to address specific risks;
- Agree on project manager's tolerances as required, within the parameters set by UNDP-GEF, and provide direction and advice for exceptional situations when the project manager's tolerances are exceeded;
- Advise on major and minor amendments to the project within the parameters set by UNDP-GEF;
- Ensure coordination between various donor and government-funded projects and programmes;
- Ensure coordination with various government agencies and their participation in project activities;
- Track and monitor co-financing for this project;
- Review the project progress, assess performance, and appraise the Annual Work Plan for the following year;
- Appraise the annual project implementation report, including the quality assessment rating report;
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
- Review combined delivery reports prior to certification by the implementing partner;
- Provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Address project-level grievances;
- Approve the project Inception Report, Mid-term Review and Terminal Evaluation reports and corresponding management responses; and
- Review the final project report package during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.
- Ensure the highest levels of transparency and take all measures to avoid real and perceived conflicts of interest.

At a *strategic policy level*, the project will engage Namibia's Sustainable Development Advisory Council (which promotes high-level cooperation on environmental issues between government, CBOs, NGOs and donors in respect of environmental issues) and the Environmental Commissioner to ensure effective national coordination. It will also seek to align project activities with the recent launch of the International Consortium on Combating Wildlife and Forest Crime (ICWC) Toolkit and Indicator Framework by the MEFT and the Anti-Corruption Commission, in partnership with the United Nations Office on Drugs and Crime (UNODC). At the *institutional level*, the project will also engage with the hierarchy of ministerial and departmental representatives, regional and local councils (municipalities, towns and village councils) and Traditional Authorities which carry a mandate or perform delegated functions in respect of wildlife management, CBNRM and rural social and economic development to ensure alignment and complementarity between the project and their institutional priorities. At the *civil society level*, there is a well-established network of conservation and development NGOs and CBOs (including Parks and Neighbors Forums, Conservancy Associations and

Committees and other social groups) whose participation will be essential to ensure full ownership and sustainability of project outcomes. The project will seek to coordinate closely with these civil society organisations through ongoing collaborative bilateral relationships and through the *Namibian Association of CBNRM organisations* (NACSO).

The project will also directly support MEFT in hosting regular HWC and WC donor (and their implementing CBOs/NGOs) coordination meetings to ensure complementarity of investments and activities, avoidance of duplication and overlaps and scaling up of effective interventions (see Output 4.1).

The specific **coordination mechanisms** through which synergies will be achieved and duplications avoided are described in further detail below:

1. At the **national** level, MEFT will co-ordinate the implementation of all Natural Resource Management-related initiatives (irrespective of sub-theme or geographical landscape) through a formal Donor Co-ordination Forum, which this project (GEF ID 10244/UNDP PIMS 6303) will support in its start-up phase by providing limited operating costs and some facilitation support (see above, and Output 4.1). The Donor Co-ordination Forum (formal name yet to be decided), to be launched in June 2021, will convene bi-annually to ensure synergies and complementarity between initiatives funded and supported through various development parties including UNDP, UNEP, USAID, FAO, UNESCO, GiZ, KfW, WWF, and others as relevant.
2. At the **landscape** level, the MEFT will coordinate implementation and ensure synergies between this project and related initiatives (financed through GEF and other agencies) by working through and enhancing existing coordination platforms established through the Namibian Association of CBNRM Support Organizations - NACSO (for Etosha, Kunene and Bwabwata-Mudumu landscapes) and the KAZA TFCA (for Bwabwata-Mudumu) that have legitimacy and credibility and established operational procedures and stakeholder bases. These platforms will enable site-level coordination between this project, the GEF-financed/UNDP-supported NILALEG project (GEF ID 9426) and the FAO-supported Drylands Sustainable Landscapes project (GEF ID 10251) and other initiatives to address wildlife crime and human-wildlife conflict. For human-wildlife-conflict related work in the Bwabwata-Mudumu landscape these include the KAZA Working Group on Conservation, and 9 Community Forums. For work related to Wildlife Crime Prevention and the Illegal Wildlife Trade, the newly-launched 'National Strategy on Wildlife Protection and Law Enforcement '(March 2021) provides for a national-level coordination mechanism. At landscape level, this is augmented by the KAZA Working Group on Safety and Security, and the KAZA Working Group on Conservation.

The Project Board will also ensure effective alignment between this project and other government-led interventions, and will monitor the project's participation in the coordination mechanisms described above.

In terms of **regional and global coordination** and alignment, the project will participate actively in lesson-sharing and coordination activities facilitated through the World Bank-led Global Wildlife Programme.

[1] The NPD will not be paid from the project funds but will represent a Government in-kind contribution to the Project.

[2] The PM will also be responsible for the overall implementation of Components 3 and 4 of the project.

[3] The development and implementation of the small grant programmes envisaged under the project (see Output 3.1) will be administered by the FM.

[4] The WCM will be directly responsible for the overall implementation of Components 1 and 2 of the project.

7. Consistency with National Priorities

Describe the consistency of the project with national strategies and plans or reports and assessments under relevant conventions from below:

NAPAs, NAPs, ASGM NAPs, MIAs, NBSAPs, NCs, TNAs, NCSAs, NIPs, PRSPs, NPFE, BURs, INDCs, etc.

The country's fifth *National Development Plan (NDP5)* and second *National Biodiversity Strategy and Action Plan* both give priority to sustainable use of biodiversity as one of the key drivers of poverty alleviation and equitable economic growth. Namibia's second *National Biodiversity Strategy and Action Plan 2013-2022* (NBSAP) details the national strategies and programmes for the conservation and sustainable use of biological diversity under the Convention on Biological Diversity (CBD).

Namibia has adopted numerous policies, legal instruments, and strategies for addressing HWC and WC and enabling communities and private businesses to benefit from wildlife-based tourism and sustainable natural resource management. These include: (i) the *Nature Conservation Ordinance* (1975) as amended by the *Nature Conservation Amendment Act* (1996); (ii) the *National Strategy on Wildlife Protection and Law Enforcement* (2016); (iii) the *Revised National Policy on Human Wildlife Conflict Management* (2018-2027), and its associated *Measures and Guidelines for Implementation of the Revised National Policy on Human Wildlife Conflict Management* (2018); (iv) the *National Policy on Community-Based Natural Resource Management* (2013); (v) the *National Policy on Protected Areas' Neighbours and Resident Communities* (2014); (vi) the *National Policy on Tourism and Wildlife Concessions on State Land* (2007); (vii) the draft *Wildlife and Protected Areas Management Bill* (2019); (viii) the draft *National Strategy on Wildlife Protection and Action Plan* (in prep.); (ix) the *Controlled Wildlife Products and Trade Act* (2008); the *Forest Act* (2001); and the *Protected Areas and Wildlife Management Bill* (in process). Provisions for Environmental Impact Assessments (EIAs) fall under the *Environmental Management Act* (2007).

These national-level policies, legal instruments and strategies are in turn supported by a hierarchy of strategies, action plans and programmes at regional and local levels, with a diversity of institutions in government and civil society mandated to facilitate their implementation.

The administration of communal land is primarily governed by the Communal Land Reform Act (2002), the National Resettlement Policy (2001) and the Traditional Authorities Act (2000). The draft White Paper on the Rights of Indigenous Peoples in Namibia (2019) further attempts to address issues faced by indigenous peoples in Namibia. The Environmental and Social Management Framework appended in Annex 8 and the Indigenous Peoples Planning Framework appended in Annex 9 provides a more comprehensive overview of the enabling legislative and policy framework for communal land and indigenous peoples.

Namibia's *National Gender Policy* (2010 – 2020) provides the broad enabling framework for all sectors to mainstream gender in line with priorities set in the *NDP5*. The enabling legal and policy framework for gender equity and empowerment of women in Namibia is further detailed in the *Gender Analysis and Gender Action Plan* in [Annex 9](#).

Namibia is party to several treaties, conventions and other multilateral agreements, including: Convention on Biological Diversity (CBD) and Nagoya Protocol; Convention on the International Trade in Endangered Species of Wild Flora and Fauna (CITES); UN Framework Convention on Climate Change (UNFCCC); UN Convention to Combat Desertification (UNCCD); Convention for the Protection of World Cultural and Natural Heritage; International Convention on the Elimination of All Forms of Racial Discrimination (ICERD); International Covenant on Economic, Social and Cultural Rights (ICESCR); International Covenant on Civil and Political Rights (ICCPR); Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW); and United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

Additionally, Namibia takes part in various international standards, reviews and processes including: United Nations Sustainable Development Goals (SDGs); African Charter on Human and Peoples' Rights (ACHPR); and Universal Periodic Review (UPR).

8. Knowledge Management

Elaborate the "Knowledge Management Approach" for the project, including a budget, key deliverables and a timeline, and explain how it will contribute to the project's overall impact.

During the PPG phase, MEFT participated in the GWP in-person knowledge exchange event in South Africa during October-November 2019, and the project's focal point has engaged in GWP webinars.

During implementation, the project will develop and implement a diverse set of knowledge-sharing mechanisms that facilitate the constructive participation of local, national, and regional stakeholders in combatting WC and managing HWC. This will include:

- hosting regular HWC and WC donor (and their implementing CBO/NGO) coordination meetings to ensure complementarity of investments and activities, avoidance of duplication and overlaps and scaling up of effective interventions;
- collating local, regional and international knowledge (including lessons learnt and good practices) on the combatting of WC (focusing on anti-poaching), and management of HWC (focusing on human-elephant and human-predator conflict), contextually relevant to Namibia;
- packaging this knowledge into user-friendly products for regular distribution through formal (e.g. NACSO website, GWP knowledge management platforms) and informal (e.g. informal local dialogues) channels;
- building a local 'community of practice' through hosting informal dialogues and formal information-sharing sessions at the village, conservancy, and hotspot landscape level;
- facilitating local and regional (SADC/Africa) exchange trips for targeted conservancies and/or MEFT staff;
- hosting international experts working in the area of HWC and/or WC to increase exposure of local stakeholders to new innovations and approaches;
- facilitating the participation of key project stakeholders in regional and global GWP knowledge sharing platforms;
- hosting a regional (SADC region) HWC symposium that brings together practitioners and experts to exchange knowledge, experience, and best practices in HWC management;
- hosting a national/regional WC symposium that brings together practitioners and experts to share knowledge, experience, and best practices in combatting WC (focusing on the project's iconic wildlife species);
- establishing and maintaining a project website to report on project progress, lessons learnt, and knowledge developed; and
- contributing to the Global Wildlife Program (GWP) Monitoring and Evaluation (M&E) system.

The project will use the relevant working groups (*Business, Enterprise and Livelihoods Working Group, Natural Resources Working Group and Institutional Development Working Group*) under the Namibian Association of Community Based Natural Resource Management Support Organisations (NACSO) to share the knowledge gained through the GWP across Namibia.

Annex 2: Multi Year Work Plan of the UNDP PRODOC (See [Annex 2](#) to the project document) provides an overview of the timelines for the project's knowledge management activities.

The budget (and indicative timeline) for knowledge management activities is summarized below:

		Budget (US \$)
Costs of hosting HWC and WC donor coordination meetings (e.g. invitations, venue hire, catering, transport) @ 2-4 meetings/annum	2-4 meetings/annum	5,000
Contracting a communications company to draft, produce and distribute communications and information media and materials for the project	Years 2-6	52 000
Production of publications, print media and electronic media for project communications	Years 2-6	35 000
Contractual appointment of web design company to design and host project website (and other social media fora)	Years 1-6	20 000
Costs of hosting local 'community of practice meetings' (e.g. invitations, venue hire, catering, transport, accommodation, DSA) @ 6-12 meetings/annum	6-12 meetings/annum	35 000
Costs of hosting 1 regional HWC and 1 national WC symposium (including program development, invitations, selected speakers, field trips, venue hire, catering, transport, accommodation)	2 symposiums	75 000
Travel costs (flights, car hire, daily allowance, accommodation, etc.) of conservancy and MET staff participating in local and regional exchange programmes and in regional and GWP knowledge sharing platforms	Years 3-6	35 000
Travel costs (flights, car hire, daily allowance, accommodation, etc.) of visiting international experts	Years 3-4	20 000

Learning opportunities and technology transfer from peer countries will be further explored during project implementation. To present opportunities for replication in other countries, the project will codify good practices and facilitate dissemination through global ongoing South-South and global platforms, such as **Africa Solutions Platform**, the **UN South-South Galaxy** knowledge sharing platform, **Global Wildlife Programme** and **IUCN PANORAMA Solutions**^[1].

In addition, to bring the voice of Namibia to global and regional fora, the project will explore opportunities for meaningful participation in specific events where UNDP could support further engagement with the **Global Wildlife Programme (GWP)** and any learning opportunities that may be convened under the auspices of **ICCWC, or its participating members**. The project will also provide opportunities for regional cooperation with countries that are implementing Global Wildlife Programme Child projects, particularly where the geopolitical, social and environmental contexts are relevant to the proposed project in Namibia.

[1] <https://panorama.solutions/en>

9. Monitoring and Evaluation

Describe the budgeted M and E plan

Section VI Monitoring and Evaluation Plan of the UNDP PRODOC provides a more detailed description of the project's approach to M&E. *Annex 3 Monitoring Plan* of the UNDP PRODOC further details the roles, responsibilities, frequency of monitoring project results. **Annex 2: Multi Year Work Plan** of the UNDP PRODOC also provides an overview of the timelines for M&E activities.

The project will contribute to the Global Wildlife Program (GWP) Monitoring and Evaluation (M&E) system by monitoring and evaluating the project's progress. The project will submit M&E data to the GWP team at baseline, mid-term, and completion. The main M&E instruments that will be used by the project are: (i) the METT Tracking Tool; (ii) the Project Results Framework (PRF); and (iii) independent qualitative reviews.

The project will implement the following suite of M&E activities:

- host a project inception workshop and generate a comprehensive Inception Report;
- collect and collate monitoring data to report on project performance indicators in the Project Results Framework (PRF), including updating of the METTs;
- prepare the annual PIR and update the Atlas Risks Register;
- contribute to the GWP Annual Report and any other GWP-specific M&E reports;
- monitor and report on the implementation of the project's Gender Action Plan and conformance to the project's Environmental and Social Safeguards;
- prepare and submit quarterly and annual progress reports;
- host regular Project Board meetings;
- undertake project mid-term and terminal evaluation reviews.

The project results, corresponding indicators and mid-term and end-of-project targets in the project results framework will be monitored annually and evaluated periodically during project implementation.

The budget (and indicative timeline) for M&E activities is summarized below:

GEF M&E requirements	Responsible Parties	Indicative costs (US \$)	Time frame
Inception Workshop	Implementing Partner Project Manager	20,000	Within 60 days of CEO endorsement of this project
Inception Report	Project Manager	None	Within 90 days of CEO endorsement of this project
Monitoring of indicators in project results framework	Project Manager will collate monitoring data from different project partners (refer to Annex 3)	Total: 30,000	Annually prior to GEF PIR. This will include GEF core indicators
GEF Project Implementation Report (PIR)	Regional Technical Advisor UNDP Country Office Project Manager	None	Annually, typically between June-August
Monitoring of environmental and social management plans (SESP, ESMP - and subsidiary plans)	Project Manager SESO	Total: 20,000	On-going
Supervision missions	UNDP Country Office and other units	None	Annually
Independent Mid-term Review (MTR) and management response	UNDP Evaluation Specialists and independent evaluation consultants.	35,000	November 2023
Independent Terminal Evaluation (TE) and management response	UNDP Evaluation Specialists and independent evaluation consultants.	40,000	August 2026
TOTAL indicative COST		145,000	

10. Benefits

Describe the socioeconomic benefits to be delivered by the project at the national and local levels, as appropriate. How do these benefits translate in supporting the achievement of global environment benefits (GEF Trust Fund) or adaptation benefits (LDCF/SCCF)?

The project beneficiaries include the following communities living in conservancies across the three hotspot landscapes: the San people in the north-central region (Hailom and !Kung) and north-east regions (Khwe and !Kung); the Ovahimba, Ovatjimba, Ovazemba and Ovatue communities in the semi- arid north-west Kunene Region; the Damara people, mainly in the north-western regions; the Ovaherero people in the north-central region; Ovambo people across the northern regions; the Kavango people in the north-east regions; and the Riemvasmakers in the north-west region.

The developmental premise for the project is that if these local communities are to continue to live together with wildlife in conservancies, they will need to derive meaningful benefits from wildlife (and their associated natural habitats) in order to rationalize ongoing wildlife conservation efforts in conservancies.

The project will target delivery of the following socio-economic benefits - as incentives for wildlife conservation - to the rural communities living in conservancies in the hotspot landscapes:

- Optimizing income opportunities for conservancies, and the distribution of benefits (in the form of cash benefits, social investments or in-kind benefits) to conservancy members, from JV nature-based tourism enterprises (NBT) (Output 3.1).
- Developing entrepreneurial opportunities for small conservancy-based businesses to deliver goods, supplies and services to the JV NBT enterprises (Output 3.1).
- Expanding employment opportunities for conservancy members from: (i) nature-based tourism (NBT) enterprises (Output 3.1); (ii) ancillary NBT support businesses (Output 3.1); (iii) anti-poaching enforcement in conservancies (Output 2.1); (iii) HWC monitoring and mitigation measures in conservancies (Outputs 1.2 and 1.3); and (iv) wildlife monitoring and research in conservancies (Outputs 1.4 and 2.2).
- Strengthening the individual skills and capacities of conservancy members to improve employment and career opportunities (Output 3.2);
- Diversifying income streams in conservancies, and distribution of benefits to conservancy members, to help strengthen community resilience to episodic events such as drought, floods and global pandemics (Output 3.3).
- Encouraging investment in the broader rural economy, as conservancies and conservancy members become significant local spenders (Component 3).
- Increasing the participation of rural women, ensuring equitable distribution of benefits to rural women and youth, and assuring just access of rural women to WC/HWC knowledge, in conservancies (Outputs 4.1 and 4.2).
- Mitigating the costs to conservancy members of living with wildlife through prevention (keeping wildlife away from villages, crops and livestock) (Outputs 1.2 and 1.3) and HWC self-reliance schemes (cash payments to those who have suffered losses as a consequence of HWC) (Output 1.1 and Output 3.3).
- Reducing poaching by crime syndicates of the high-value wildlife species being sought out by regional and international tourists to conservancy JV NBT enterprises (Output 2.1).
- Reducing theft by local poachers of the game species being sustainably harvested for meat under the quota system for conservancy members (Output 3.1).

It is envisaged that at least 4,520 people (of which 2,300 are male and 2,220 female) will benefit directly from project-supported activities and at least 18,100 (of which 7,900 are male and 10,200 female) individuals will benefit indirectly.

With the true value of wildlife conservation increasingly recognized by conservancy members as a viable and complementary land use in conservancies, the project will thus contribute to the maintenance of very large contiguous areas – linking national parks and community-conserved areas - under a sustainable wildlife management regime across the north-east, north-central and north-west regions of Namibia. This connectivity between national parks and adjacent communal conservation areas will be particularly important in the arid environments, where wildlife need to be able to move in response to both dry and moist conditions to find adequate forage to survive. Increased landscape connectivity is also vital to ensuring environmental resilience and countering the impacts of climate change.

11. Environmental and Social Safeguard (ESS) Risks

Provide information on the identified environmental and social risks and potential impacts associated with the project/program based on your organization's ESS systems and procedures

Overall Project/Program Risk Classification*

PIF	CEO Endorsement/Approval	MTR	TE
High or Substantial			

Measures to address identified risks and impacts

Elaborate on the types and risk classifications/ratings of any identified environmental and social risks and impacts (considering the GEF ESS Minimum Standards) and any measures undertaken as well as planned management measures to address these risks during implementation.

The table below summarizes the main SESP risks and mitigation measures:

Risk description	Risk assessment	Risk mitigation measures
Indigenous peoples including vulnerable groups might not be involved	High	In order to safeguard indigenous peoples within project activities an Indigenous Peoples Plan (IPP) will be formulated for the project, guided by the Indigenous Peoples Planning Framework (IPPF) that has been developed during the

In project design and therefore not engaged in, supportive of, or benefiting from project activities.		PPG. The Stakeholder Engagement Plan will take account of factors noted above, including the use of appropriate language, engagement of youth and use of consultation. Free, prior and informed consent (FPIC) consultations must be carried out for certain project activities. (Also refer to the Project Indigenous Peoples Planning Framework (IPPF) for more details).
Anti-poaching patrols could pose safety risks to local communities if enforcement officers are not properly trained, managed or overseen.	High	Consultations with communities on the risks of anti-poaching patrols and engagement with anti-poaching activities to be included in the ESIA consultations and will inform ESMP in regard to sensitization and any additional project activities required to mitigate risks to communities and strengthen anti-poaching outcomes. These will include, at a minimum, training in the principles of human rights, appropriate use of force, conflict resolution and negotiation skills . Additionally, the project's Grievance Redress Mechanism design will take into account accessibility, protection and participation for community members. The ESMP will describe measures, to be proposed from ESIA and ESMP consultations with communities and anti-poaching personnel, to increase joint activities and communication.
Anti-poaching patrols could face safety risks during encounters with poachers.	High	The project will consult with MEFT and key APU staff to ensure the Project mitigates safety risks to APUs through projects activities including the provision of equipment and training to address occupational safety risks . These consultations will be primarily carried out during the ESIA and ESMP preparation phases, and actions to address this risk will be described in the ESMP.
Local governments and community associations might not have the capacity to implement and/or coordinate project activities successfully.	Moderate	This risk has been addressed through project design . Under Outputs 1 and 3, the project will assess potential partner capacity before activities commence and mitigate any shortfalls in capacity through capacity building, technical support or redesign of activities. Partner capacity levels will be assessed before activities commence (baseline) and will be re-assessed during implementation in the Mid-Term Review and Terminal Evaluation.
Government does not ensure that laws, policies and practices supporting or complementary to the project activities are being fully implemented	Moderate	The Project Steering Committee will provide an avenue of communication and resolution between relevant offices in Government and the Project should issues arise regarding the implementation and enforcement of national laws and policies.
Poorly informed or executed project activities could damage critical habitats and change landscape suitability for threatened species.	Moderate	The Environmental and Social Impact Assessment (ESIA) will examine this issue further, and the Environmental and Social Management Plan (ESMP) will make recommendations to the Project Management Unit (PMU) regarding further actions during the project. Additionally, the Project will observe the established regulatory framework for monitoring and assessing such risks, for example the Environmental Management Act (2007).
Project activities and approaches might not fully incorporate or reflect views of women and girls and ensure equitable opportunities for their involvement and benefit.	Moderate	The project will follow recommendations of the ESMP, Stakeholder Engagement Plan and Gender Action Plan - in line with all national policies on gender - to ensure the inclusion of women and girls in the Project's activities. The Project's Social and Environmental Safeguards Officer's duties will include monitoring of gender issues. The Gender Action Plan will be reviewed and, if necessary, adjusted during the annual project implementation reports (PIRs).

Increased enforcement and new approaches to HWC/WC could change current access to PAs, buffer zones and resources, potentially leading to economic displacement and/or changes to property rights.	Moderate	The ESIA and ESMP must define processes where Project staff, with the support of MEFT and other stakeholders, will monitor and consult on any changes to land use and enforcement resulting from project activities, before they are implemented, incorporating suitable mitigation measures wherever possible. If it is deemed necessary during the ESIA, the project will develop a Livelihoods Restoration Plan to mitigate any economic displacement that may result from changed land access.
Project outcomes will be vulnerable to potential impacts of extreme climatic stresses (low rainfall, high temperatures)	Moderate	The ESIA will assess activities for impact and sustainability within Namibia's national context, including its arid climate. The ESIA will make recommendations which will be formulated by the ESMP into project activities. Furthermore, the Project Steering Committee and project team will utilize the expertise of MEFT and local partners to ensure the Project's activities are sustainable.
Project activities could have inadvertent adverse impacts such as sharing knowledge in a way that is not culturally appropriate.	Low	The IPP and Stakeholder Engagement Plan will provide guidelines for consultation and participation of communities, to avoid or mitigate such risks. Communities will have the option of lodging complaints regarding culturally inappropriate activities through the project's GRM . Project integration of FPIC consultations will ensure indigenous people's consent, and can withdraw consent, for activities affecting their communities.

Supporting Documents

Upload available ESS supporting documents.

Title	Module	Submitted
ANNEX 4 PIMS 6303 Namibia UNDP SESP Report	CEO Endorsement ESS	

ANNEX A: PROJECT RESULTS FRAMEWORK (either copy and paste here the framework from the Agency document, or provide reference to the page in the project document where the framework could be found).

Annex A: Project Results Framework

This project will contribute to the following Sustainable Development Goal (s): Goal 15: *Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss* (Targets 15.7, 15.9 and 15.C)

This project will contribute to the following country outcome (UNPAF): Outcome 3 *'By 2023, vulnerable populations in disaster prone area and biodiversity sensitive areas are resilient to shocks and climate change effects and benefit from natural resources management*); Strategic Intervention *'Support the implementation of measures designed to combat poaching and illegal wildlife trade, as well as addressing its key drivers, such as human-wildlife conflict.'*

	Objective and Outcome Indicators	Baseline (2019)	Mid-term Target	End of Project Target
PROJECT OBJECTIVE: <i>To incentivise wildlife conservation through proactive management of human-wildlife conflict and wildlife crime, and delivery of wildlife-based benefits to rural communities in selected hotspot landscapes</i>	Mandatory GEF Core Indicator: Number of direct project beneficiaries disaggregated by gender (individual people)	0	2,100 (1,000=M; 1,100= F)	4,520 (2300=M; 2220= F)
	Mandatory GEF Core Indicator: Number of indirect project beneficiaries disaggregated by gender (individual people)	0	NA	18,100 (7,900=M; 10,200= F)
	Mandatory GEF Core Indicator: Terrestrial protected areas created or under improved management for conservation and sustainable use (ha) (average METT score and total ha)	0 (METT score = 62)	NA	3,004,500 (METT score = 64)
	Mandatory GEF Core Indicator: Area of landscapes under improved practices (excluding protected areas) (total ha)	0	NA	711,000
	Objective Indicator 1: Percentage (%) of conservancy members in project conservancies who support the continued conservation and sustainable management of wildlife in conservancies	<30	>50	>60
PROJECT COMPONENT 1	MANAGEMENT, PREVENTION AND MITIGATION OF HUMAN-WILDLIFE CONFLICT			
PROJECT OUTCOME 1: <i>Improved capacities to prevent, mitigate and respond</i>	Outcome 1, Indicator 1: Average number per annum of validated HWC incidents per project-supported conservancy	>106	<98	<90

<p><i>to HWC incidents, leading to a reduction in the number of reported HWC incidents and an improved response to reported incidents of HWC</i></p>	<p><u>Outcome 1, Indicator 2:</u> Average response time (hours) to reported HWC incidents across project-supported conservancies</p>	<p>>72</p>	<p><36</p>	<p><24</p>
	<p><u>Outcome 1, Indicator 3:</u> Number of approved Conservancy HWC management plans under implementation</p>	<p>0</p>	<p>2</p>	<p>5</p>
<p>Outputs to achieve Outcome 1</p>	<p>1.1 1.1 A national HWC information management centre and three regional HWC response management units are adequately staffed, trained and equipped to manage HWC information, and coordinate responses to reported cases of human-wildlife conflict in the hotspot landscapes</p> <p>1.2 1.2 Human-elephant conflict preventative measures are implemented in the hotspot landscapes to prevent or mitigate damage to infrastructure</p> <p>1.3 1.3 Human-predator conflict preventative measures are implemented in the hotspot landscapes to prevent or mitigate stock losses and injury/loss of human lives</p> <p>1.4 1.4 Monitoring of damage-causing lion and elephant movements, and targeted research on the efficacy of lion and elephant HWC mitigation measures, guides the ongoing development and implementation of local HWC management plans in the hotspot landscapes</p>			
<p>PROJECT COMPONENT 2</p>	<p>COMBATING WILDLIFE CRIME AND PROTECTING WILDLIFE POPULATIONS</p>			
<p>OUTCOME 2: <i>Strengthened anti-poaching capacities, and science-based management and monitoring of high-value/high-risk species, leading to a reduction in number of wildlife crime incidents</i></p>	<p><u>Outcome 2, Indicator 1</u> Percentage (%) reduction (From a baseline of 57 rhinos and 26 elephants poached in 2019) in the total number of elephants and rhinos poached per annum in the hotspot landscapes</p>	<p>NA</p>	<p>10</p>	<p>15</p>
	<p><u>Outcome 2, Indicator 2:</u> The number of successful prosecutions of poachers, as a proportion (%) of the total number of rhino and elephant poaching incidents in the hotspot landscapes, per annum</p>	<p><60</p>	<p>65</p>	<p>70</p>
	<p><u>Outcome 2, Indicator 3:</u> Population (total number) of elephant and black rhino populations in the hotspot landscapes</p>	<p>Elephant: ~4,000 Black rhino: <2,000</p>	<p>Elephant: >4,000 Black rhino: >2,100</p>	<p>Elephant: >4,000 Black rhino: >2,200</p>
<p>Outputs to achieve Outcome 2</p>	<p>2.1 2.1 Operational capacities of the Wildlife Protection Service (WPS) anti-poaching staff and anti-poaching units (APUs) are enhanced in the hotspot landscapes</p> <p>2.2 2.2 Research and monitoring of high-risk, high value wildlife species which guides the ongoing development and implementation of science-based management plans for the protection of high-risk, high-value wildlife populations in the hotspot landscapes</p>			
<p>PROJECT COMPONENT 3</p>	<p>BUILDING THE WILDLIFE-BASED ECONOMY TO PROMOTE CO-EXISTENCE</p>			

OUTCOME 3: <i>Growth in the wildlife-based economy in the hotspot landscapes, leading to an increase in income and benefits to conservancy members</i>	<u>Outcome 3, indicator 1:</u> Total number of conservancy members (disaggregated by gender) directly employed by/in wildlife-based businesses in project-supported conservancies	748 (M=553; F=194)	800 (M=565; F=235)	885 (M=581; F=304)
	<u>Outcome 3, Indicator 2:</u> Total value of income per annum in conservancies from the wildlife-based economy in project-supported conservancies (in N\$)	119,541,809	145,518,900	171,495,990
	<u>Outcome 3, Indicator 3:</u> Percentage (%) of project-supported conservancies generating enough returns to: (i) cover operational costs from own income; and (ii) provide benefits to members	(i) <40 (ii) <25	(i) 40 (ii) 25	(i) 50 (ii) 35
	<u>Outcome 3, Indicator 4:</u> Total number of individuals (disaggregated by gender and youth) from project-supported conservancies completing formal skills training courses and/or accreditation.	0	35 (M=15; F=20; Y=30)	60 (M=25; F=35; Y=50)
Outputs to achieve Outcome 3	<p><i>3.1 3.1 Strengthened enabling environment for wildlife-based tourism, and related business enterprises, in conservancies in the hotspot landscapes</i></p> <p><i>3.2 3.2 Improved individual skills of conservancy members to obtain employment in wildlife-based tourism and related business enterprises in conservancies in the hotspot landscapes</i></p> <p><i>3.3 3.3. Opportunities to diversify income streams are developed and piloted in conservancies across the hotspot landscapes</i></p>			
PROJECT COMPONENT 4	KNOWLEDGE MANAGEMENT, STAKEHOLDER COORDINATION AND MONITORING AND EVALUATION			
OUTCOME 4: <i>Enhanced knowledge sharing in addressing HWC and WC in the hotspot landscapes, leading to improved cooperation and coordination of effort between stakeholders</i>	<u>Outcome 4, Indicator 1:</u> Total number of case studies/best practice knowledge management products developed and disseminated through GWP and other knowledge-sharing platforms	0	>3	>10
	<u>Outcome 4, Indicator 2:</u> Total number of informal dialogues and formal information-sharing sessions hosted per annum in the hotspot landscapes	0	>6	>12
	<u>Outcome 4, Indicator 3:</u> Total number of individuals (disaggregated by gender) participating in knowledge-sharing opportunities (including exchange programmes and national, regional and global HWC/WC	0	100 (65=M; 35=F)	350 (210=M; 140=F)

	meetings)		
Outputs to achieve Outcome 4	<p>4.1 <i>Tacit and embedded WC and HWC knowledge sharing mechanisms are developed and implemented</i></p> <p>4.2 <i>A project-based monitoring and evaluation system, incorporating gender mainstreaming and social safeguards, is maintained</i></p>		

ANNEX B: RESPONSES TO PROJECT REVIEWS (from GEF Secretariat and GEF Agencies, and Responses to Comments from Council at work program inclusion and the Convention Secretariat and STAP at PIF).

PFD review comments	Response	Relevant sections of project documentation
Provide more information on how beneficiaries, including women, have been involved in the development of the project proposal and will benefit from this project	<p>The project beneficiaries include the following communities living in conservancies across the three hotspot landscapes: the San people in the north-central region (Hai om and !Kung) and north-east regions (Khwe and !Kung); the Ovahimba, Ovatjimba, Ovazemba and Ovatie communities in the semi-arid north-west Kunene Region; the Damara people, mainly in the north-western regions; the Ovaherero people in the north-central region; Ovambo people across the northern regions; the Kavango people in the north-east regions; and the Riemvasmakers in the north-west region. The PPG team included a local communities and indigenous people's expert and a stakeholder engagement and gender specialist, who ensured that the stakeholder consultations reached a representative sample of all project-affected communities and included women and other vulnerable groups. The needs of these communities, with guidelines for how they should be addressed during implementation, are reflected in the project's <i>Environmental and Social Management Framework</i> (Annex 8 to the UNDP PRODOC).</p> <p>The developmental premise for the project is that if these local communities are to continue to live together with wildlife in conservancies, they will need to derive meaningful benefits from</p>	<p>Annex 7. Stakeholder Engagement Plan of the UNDP PRODOC provides the details on the project's action plan for stakeholder involvement and participation during the project implementation phase.</p> <p>The project approach to stakeholder involvement and participation during project implementation is also briefly summarised in Section 2 of the GEF CEO ER.</p> <p>The socio-economic opportunities targeted by the project for the development of rural communities living in conservancies in the hotspot landscapes are identified in <i>Section 10</i> of the GEF CEO ER.</p> <p>Annex 8 to the UNDP PRODOC, <i>Environmental and Social Management Framework</i> (including an Indigenous People's Planning Framework), provides guidance on how local communities - especially those fitting the UNDP definition of indigenous peoples - will be engaged during implementation.</p> <p>The <i>Gender Analysis and Action Plan</i> is appended as Annex 9 to the UNDP PRODOC.</p> <p>Section IV: Project Results Framework of the the UNDP PRODOC also includes gender-disaggregated targets and</p>

	<p>wildlife (and their associated natural habitats) in order to rationalize ongoing wildlife conservation efforts in conservancies. Working discussions with project beneficiaries at the project sites to identify appropriate socio-economic development opportunities for these communities commenced during the PPG phase and will continue throughout the project implementation phase. The PPG also paid particular attention to including women in consultations, and women's participation during implementation will be ensured through implementation of the project's <i>Gender Action Plan</i>. Whilst gender equality and women's empowerment will be integrated across all project outputs, women are envisaged to benefit particularly under Components 3 and 4.</p>	<p>indicators, with a dedicated budget allocated under Component 4 to ensure that they are effectively monitored.</p>
<p>Engage local stakeholders, including community-based organizations, environmental non-governmental organizations and the private sector in both the development and implementation of the program</p>	<p>A comprehensive stakeholder engagement process was undertaken during the PPG phase. A Stakeholder Engagement Plan was developed to ensure inclusivity during the project implementation phase, and to enable the participation of all local stakeholders across the full spectrum of role players in the developing HWC-WC-Wildlife Economy community-of-practice. Stakeholder engagement processes during the project implementation phase will build on existing consultative frameworks and processes that already have legitimacy and credibility and that take local customary norms into due consideration.</p>	<p><i>Annex 7 Stakeholder Engagement Plan</i> of the UNDP PRODOC provides the details on the project's action plan for stakeholder involvement and participation during the project implementation phase. The project approach to stakeholder involvement and participation during project implementation is also briefly summarised in Sections 2 and 4 of the GEF CEO ER.</p>
<p>Clarify on how the implementing agency and its partners will communicate results, lessons learned and best practices identified throughout the project to the various stakeholders both during and after the project</p>	<p>During the implementation phase, the project will develop and implement a diverse set of knowledge-sharing mechanisms that facilitate the constructive participation of local, national, and regional stakeholders in combatting W</p>	<p>The project approach to knowledge sharing is described in <i>Section 8</i> of the GEF CEO ER, and is described under Component 4, under <i>Section V Project Results</i> of the UNDP PRODOC.</p>

	<p>C and managing HWC. The project will use the relevant working groups (<i>Business, Enterprise and Livelihoods Working Group, Natural Resources Working Group and Institutional Development Working Group</i>) under the Namibian Association of Community Based Natural Resource Management Support Organisations (NACSO) to share the knowledge gained through the GWP across Namibia</p>	
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The Theory of Change and definition of project outcomes and outputs were also amended in response to comments received through the pre-submission review process facilitated by the Global Wildlife programme. In particular, the visual presentation of the Theory of Change was adjusted to comply with guidelines provided in the GEF-STAP Primer on developing a Theory of Change.

ANNEX C: Status of Utilization of Project Preparation Grant (PPG). (Provide detailed funding amount of the PPG activities financing status in the table below:

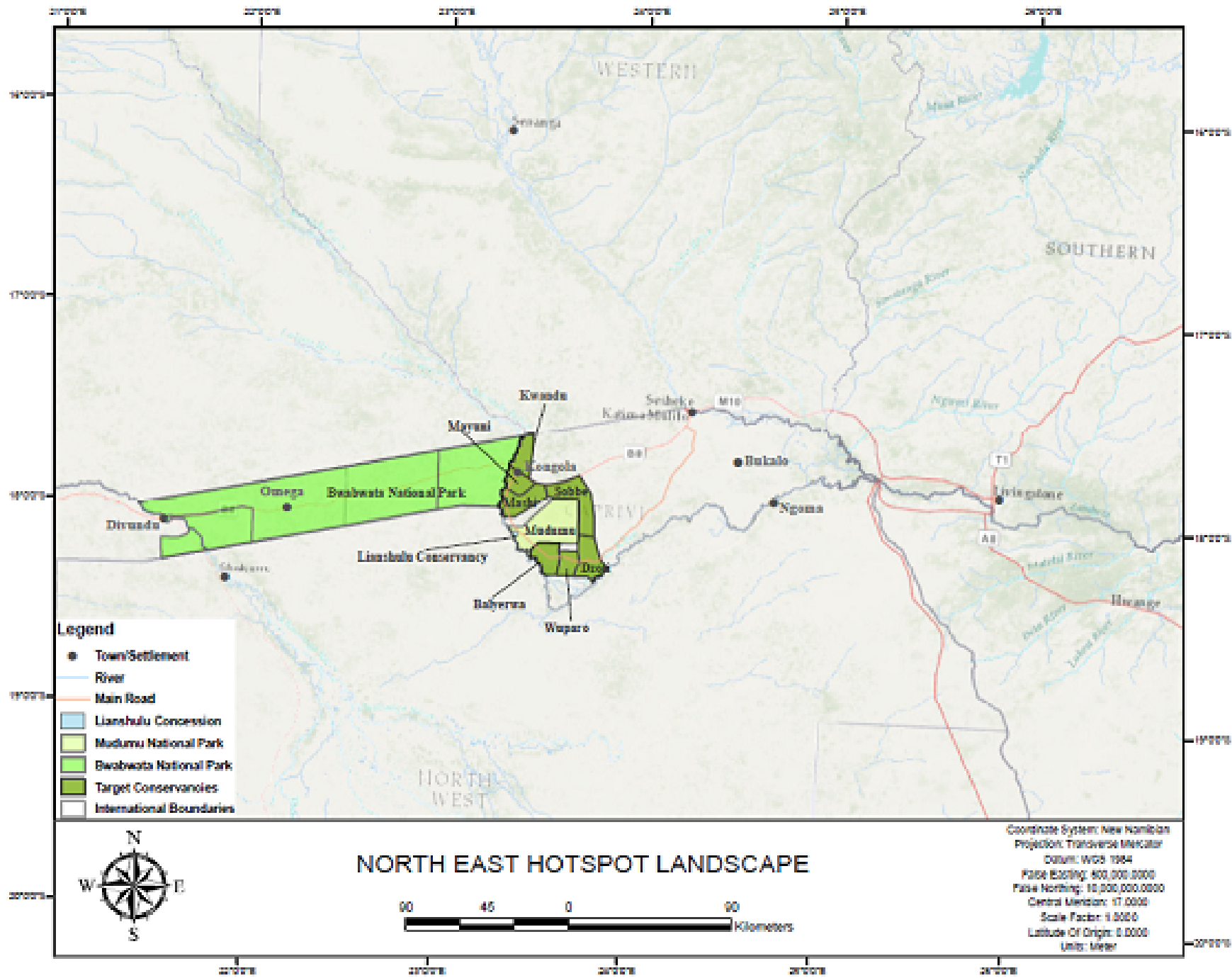
PPG Grant Approved at PIF: \$175,000

ANNEX D: Project Map(s) and Coordinates

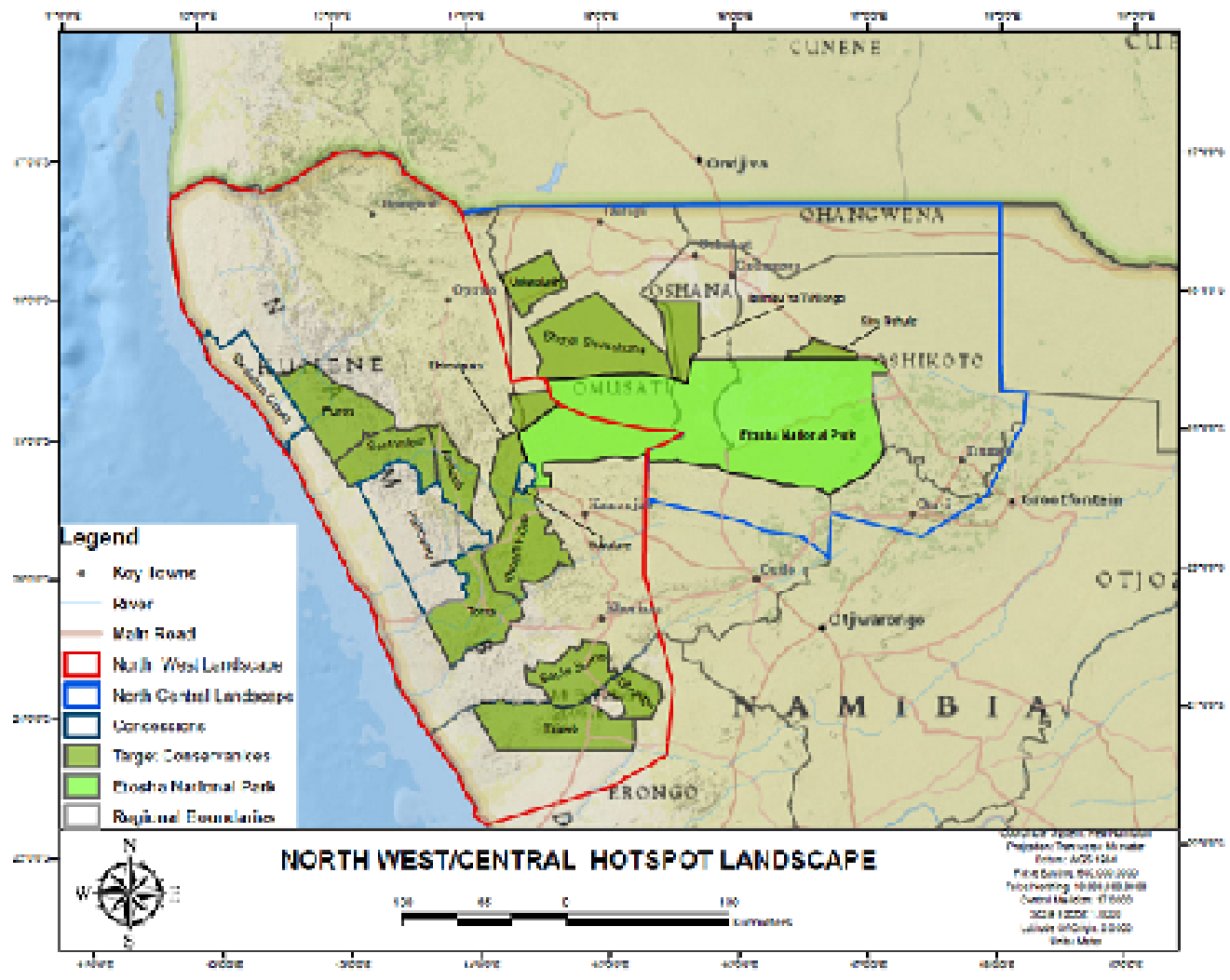
Please attach the geographical location of the project area, if possible.

Annex E: Project Map(s) and Coordinates[1]

Map 1: Project-targeted conservancies, concessions, and NPs in the NE HWC/WC Hotspot Landscape



Map 2: Project-targeted conservancies, concessions and NPs in the NW and NC HWC/WC Hotspot Landscapes



Project Sites: National Parks, Conservancies and Tourism Concessions in which the project outputs will be delivered

Project Hotspot Landscape	Site	Geolocation data (central point-location)	Administrative region	Area Km ²	Pop.
North-West (Kunene)	Purros Conservancy	18°45'00"S; 12°55'00"E	Kunene	3,562	1,167
	Sesfontein Conservancy	19°07'08"S; 13°37'02"E	Kunene	2,465	1,835
	Palmwag Concession	22°36'35"S; 14°32'16"E	Kunene/Erongo	5,828	-
	Anabeb Conservancy	19°08'00"S; 13°44'00"E	Kunene	1,570	1,498
	Torra Conservancy	20°24'50"S; 14°00'22"E	Kunene	3,493	1,333
	#Khoadi -//Hôas Conservancy	19°51'03"S; 14°07'59"E	Kunene	3,364	5,083
	Sorris Sorris Conservancy	20°59'00"S; 14°47'00"E	Kunene	2,290	950
	Ohungu Conservancy	20°48'00"S; 15°13'00"E	Erongo	1,211	1,316
	Tsiseb Conservancy	21°48'06"S; 14°25'21"E	Erongo	7,913	2,636
	Ehi-Rovipuka Conservancy	19°04'00"S; 14°22'00"E	Kunene	1,980	1,426
	Hobatere Concession	19°33'26"S; 14°37'01"E	Kunene	258	-
North-Central (Etosha)	Etosha National Park	15°05'56"S; 16°11'03"E	Omusati/Oshana	22,270	-
	Uukwaluudhi Conservancy	17°47'00"S; 16°32'00"E	Omusati	1,437	980
	Sheya Shuushona Conservancy	18°20'00"S; 15°11'00"E	Omusati	5,066	3,551
	Ipumbu Ya Tshilongo Conservancy	18°05'44"S; 15°00'24"E	Oshana	1,548	2,464
	King Nehale Conservancy	18°14'44"S; 16°39'30"E	Oshikoto	5,069	508
North-East	Bwabwata National Park	18°09'59"S; 21°58'13"E	Kavango East/Zambezi	6,274	5,500
	Mudumu National Park	18°00'06"S; 23°00'36"E	Zambezi	737	-
	Lianshulu Tourism Concession	18°06'57"S; 23°23'18"E	Zambezi	-	-
	Kwandu Conservancy	17°44'32"S; 23°20'05"E	Zambezi	190	3,872
	Mayuni Conservancy	17°51'00"S; 23°21'50"E	Zambezi	151	2,598
	Sobbe Conservancy	17°52'00"S; 23°42'00"E	Zambezi	404	1,085
	Dzoti Conservancy	18°16'00"S; 23°50'00"E	Zambezi	287	2,029
	Wuparo Conservancy	18°14'39"S; 23°41'06"E	Zambezi	148	1,027
	Balyerwa Conservancy	18°21'37"S; 23°57'00"E	Zambezi	223	1,307
	Mashi Conservancy	17°59'10"S; 23°17'50"E	Zambezi	287	2,431

Note: Details of management structure, Gazettement Notices, conservancy profile, maps, game count data, brochures and contact details for each conservancy can be accessed on the website of the Namibian Association of CBNRM Support Organizations (NACSO):

<http://www.nacso.org.na/conservation-and-conservancies>

[1] Disclaimer: The designations employed and the presentation of material on these maps (Maps 1 and 2) do not imply any opinion whatsoever on the part of the Secretariat of the United Nations or UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

ANNEX E: Project Budget Table

Please attach a project budget table.

Expenditure Category	Detailed Description	Component (USDeq.)						Total (US Deq.)	Responsible Entity (Executing Entity receiving funds from the GEF Agency)[1]
		Component 1	Component 2	Component 3	Sub-Total	M&E	PMC		
		Sub-component 1.1	Sub-component 2.1	Sub-component 3.1					
Goods	Budget reserved for procurement of office furniture (chairs, tables, desks, cupboards) for the regional HWC management units (Output 1.1). Total: US\$15,000 distributed evenly across Years 1 to 3	5,000			10,000			15,000	Ministry of Environment, Forestry and Tourism (MEFT)
	This budget is reserved for procuring uniforms, safety equipment, smart								

Goods	equipment, smart patrol hand-held devices and camping equipment for conservancy rangers (Output 1.3) - \$60,000 over Years 1 to 6; and procurement of ration packs for patrolling conservancy rangers (Output 1.3) - US\$30,000 over years 1 to 6. Total: US\$90,000	9 0,000			0 90,00			90,000	Ministry of Environment, Forestry and Tourism (MEFT)
Goods	This budget is allocated to contribute to the costs of communications equipment (cell phones - satellite or standard; and/or VHS radios - handheld/vehicle) for the regional HWC management unit staff (Output 1.1) - US\$60,000; and communications equipment (cell phones - satellite or standard, and/or VHS radios - hand-held) for conservancy rangers (Output 1.3) - US\$40,000; and Pro rata landline and cell phone costs (cellphone contracts and phone calls) for the Wildlife Conservation Manager and Field Coordinators incurred through implementation of Outputs 1.1 - 1.4 - US\$10,700. Total: US\$110,700	11 0,700			110,700			0,700 11	Ministry of Environment, Forestry and Tourism (MEFT)

	0									
Goods	<p>These funds are reserved for procurement of:</p> <ul style="list-style-type: none"> • additional hardware, software, database, and networking requirements for the HWC monitoring and information system (Output 1.1) - US\$25,000. • hardware, software, and network connections for the regional HWC management units (Output 1.1) - US\$21,000 • field measuring (GPS units, digital cameras, measuring wheels) and communications equipment (VHS radios, radio base units, radio antenna) for regional HWC management units and unit staff (Output 1.1) - US\$75,000 • (Pro rata cost of procuring) laptops, software licenses, hard drives, printers, and ISP service for WCM and FCs in implementing Outputs 1.1 - 1.4 - US\$12,000 <p>Total: US\$133,000, distributed across Years 1, 2 and 3</p>	13 3,000			133,000			3,000	13	Ministry of Environment, Forestry and Tourism (MEFT)
	This budget is reserved for procurement and mainte									

Goods	<p>nance of furnishings, installations, power supply technology (generator s, solar cells, battery packs, inverters) and office equipment for the regional Smart Patrol Data Centers (Output 2.1). Total: US\$85,000, distributed over Years 1 to 5</p>		8 5,000		0	85,000			85,000	Ministry of Environment, Forestry and Tourism (MEFT)
Goods	<p>This budget is reserved to cover the cost of Procurement and maintenance of safety and camping equipment (e.g. boots, tents, sleeping bags, backpacks, water bottles, first aid kit, utensils, binoculars, cameras and torches, forensic kits, satellite phones/VHS radios) for anti-poaching staff/APU's (Output 2.1). Total: US\$110,000, distributed over Years 1 to 5</p>		11 0,000			110,000			11 0,000	Ministry of Environment, Forestry and Tourism (MEFT)
	<p>This budget is reserved for: • Procurement (and installation), leasing and/or running costs of communications technology (e.g. base station, antenna, radio repeaters, VHF/FM radios, fiber optic lines, etc.) for the regional Smart Patrol Data</p>		13						13	Ministry of Environment For

<p>Goods</p>	<p>a Centers (Output 2.1) - US\$125,000; • Pro rata landline and cell phone costs (cellphone contracts and phone calls) for the WCM an FCs in implementing Outputs 2.1 and 2.2 - US\$10,700 Total US\$135,700, distributed across Years 1 to 6</p>		<p>5,700</p>		<p>135,700</p>			<p>5,700</p>	<p>Ministry of Environment, Forestry and Tourism (MEFT)</p>
<p>Goods</p>	<p>This budget is reserved for: • Procurement of hardware, software and networking for regional Smart Patrol Data Centers and GPS-enabled data collection devices for anti-poaching field rangers (Output 2.1) - US\$90,000 • Pro rata cost of procuring laptops, software licenses, hard drives, printers, and ISP service for WCM and FCs in implementing Outputs 2.1 and 2.2 - US\$12,000 Total: US\$102,000, distributed across Years 1 to 6</p>		<p>102,000</p>		<p>102,000</p>			<p>2,000</p>	<p>Ministry of Environment, Forestry and Tourism (MEFT)</p>
<p>Goods</p>	<p>This covers landline and cell phone costs (cellphone contracts and phone calls) for PM, PA and FM in the implementation of Outputs 3.1 - 3.3. Total: US\$6,000 distributed across Years 1 to 6</p>		<p>6,000</p>	<p>0</p>	<p>6,000</p>			<p>6,000</p>	<p>Ministry of Environment, Forestry and Tourism (MEFT)</p>

	istributed evenly a cross Years 1 to 6								
Goods	This budget is reserved to cover the Pro rata cost of procuring laptops, software licenses, hard drives, printers, and ISP service for FCs in the implementation of Outputs 3.1 - 3.3. Total: US\$6,000, distributed across years 1 to 6			6,000	0	6,00		6,000	Ministry of Environment, Forestry and Tourism (MEFT)
Goods	This budget is reserved to cover the Pro rata costs for landline and cell phone usage (cell phone contracts/data and phone calls) for PM, PA and FM in the implementation of Output 4.1 and 4.2. and purchase of data/airtime bundles for Conservancy Trusts to enable remote engagement in knowledge-sharing platforms (especially in the context of potential restrictions on face-to-face meetings or travel in the event of COVID-19 outbreaks)- Total: US\$21,000 distributed over Years 1 to 6				-	1,000 ²		21,000	Ministry of Environment, Forestry and Tourism (MEFT)
	This budget is reserved to cover the cost of procuring laptop, software licenses, hard drive, printer and ISP								

Goods	<p>e, printer and ISP service for the Project Staff (other than the WC and FCs) to support implementation (Output 4.1 and 4.2)</p> <p>- Total: US\$ distributed over years 1 to 6.</p> <p>Total: US\$19,000 distributed over Years 1 to 6</p>				-	9,000 ¹		19,000	Ministry of Environment, Forestry and Tourism (MEFT)
	<p>These funds are reserved for establishment of a Low Value Grants Facility (in terms of UNDP's LVG policy in the POPP) to be administered by MEFT (through the PMU, under management by the FM and the PM). The grant funding will be used to support community conservancies in developing the enabling environment for ongoing identification and negotiation of JVs with private sector partners in the development of new lodges (or other nature-based tourism enterprises) in conservancies, especially in areas where the capacity to identify and develop a tourism JV agreement is still poorly developed or where the JV implementation process has stalled a</p>								

Grants	<p>nd now requires additional support (Output 3.1). The PMU will work with targeted community conservancies in the hotspot landscapes to: (i) identify viable wild life-based tourism enterprise opportunities; (ii) identify prospective JV private sector partners for these tourism enterprises; and (iii) identify the critical activities required to create the enabling environment for the development of a viable tourism enterprise. The PMU will then, on behalf of MEFT, administer a LVG Agreement between itself and each recipient institution (with a maximum of 25 recipient institutions), manage the phased release of grant funding, assist conservancies (and any supporting NGOs/CBOs) to effectively manage grant funding support, and monitor and report on the implementation of the activities covered by the grant and the achievement of results from the grant. The project will</p>		1,059,640	1,059,640			1,059,640	Ministry of Environment, Forestry and Tourism (MEFT)
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	<p>I also establish an independent mechanism to review and endorse the selection of recipient institutions/individuals and assess the performance of these in managing the grants (See BN25). Total: US\$1,059,640 distributed across years 1 to 6</p>								
<p>Contractual Services – Individual</p>	<p>This budget is reserved to cover the pro rata costs of members of the PMU who will be responsible for delivery of technical outputs as follows:</p> <ul style="list-style-type: none"> • Pro rata costs of contractual appointment of a Wildlife Conservation Manager (WCM) (50% of the salary - US\$2,725 per month) - the WCM to provide professional backstopping support to and oversee the implementation and delivery of technical Outputs 1.1 - 1.4. (Total: \$98,100 over Years 1 to 6) • Pro rata costs of contractual appointment of 3 Field Coordinators (FC) (33.3% of the total Salary - US\$2,000 per month each) - the FC to provide 	<p>24 2,100</p>			<p>242,100</p>			<p>24 2,100</p>	<p>Ministry of Environment, Forestry and Tourism (MEFT)</p>

	<p>field-based technical support to the implementation of, Outputs 1.1 - 1.4. (Total: US\$144,000 over Years 1 to 6)</p> <p>Total: US\$ 242,100 over 6 years Please refer to Annex 6 (technical consultancies) for a more detailed description of the technical roles and responsibilities of the WCM and FCs under this component.</p>								
<p>Contractual Services – Individual</p>	<p>This budget is reserved for meeting the Pro rata costs of contractual appointment of Project staff who are responsible for delivery of technical outputs, as follows:</p> <ul style="list-style-type: none"> • a Wildlife Conservation Manager (50% of the salary - US\$2,725/month) to provide professional backstopping support to, and oversee the implementation of, Outputs 2.1 and 2.2 - US\$98,100 • 3 Field Coordinators (33.33% of the salary - US\$2,000/month each) to provide field-based technical support to the implementation of Outputs 2.2 and 2.3 - US\$ 		<p>2,100²⁴</p>		<p>242,100</p>			<p>2,100²⁴</p>	<p>Ministry of Environment, Forestry and Tourism (MEFT)</p>

	<p>2.2 and 2.2 US\$144,000 Total: US\$242,100, distributed evenly across Years 1 to 6 Please refer to Annex 6 (technical consultancies) for a more detailed description of the technical roles and responsibilities of the WCM and FCs under this Component</p>								
<p>Contractual Services – Individual</p>	<p>This budget is reserved to cover the pro rata costs of appointment of Project staff with responsibility of delivery of technical outputs, as follows: • Project Manager (37.5% of salary @US\$ 3,500 per month) for planning and technical oversight of Outputs 3.1 - 3.3 - US\$94,500 • Financial Manager (40% of the salary @US\$2,500/month) for the administration and management of the project Low-Value Grant Facility under Output 3.1 - US\$72,000 • 3 Field Coordinators (33.33% of the salary@US\$2,000/month each) to provide field-based technical support to the impleme</p>			<p>31 0,500</p>	<p>310,500</p>			<p>31 0,500</p>	<p>Ministry of Environment, Forestry and Tourism (MEFT)</p>

	<p>ntation of Outputs 3.1 - 3.3 - US\$144,000 Total: \$310,500 distributed over Years 1 to 6 Please refer to Annex 6 (technical consultancies) for a more detailed description of the technical roles and responsibilities of the PM, FM, and FCs under this Component.</p>								
<p>Contractual Services – Individual</p>	<p>These funds cover the pro rata costs of PM who is involved in delivery of Outputs under Component 4, as follows: • Project Manager (37.5% of the salary @ US\$3,500 per month) for taking the lead and overseeing the overall monitoring of the project implementation, reporting on monitoring indicators, monitoring project risks, preparing the PIRs, managing and monitoring the implementation of the stakeholder engagement plan, supporting the MTR and TE processes including the hosting of the Inception Workshop.</p> <p>Total: US\$94,500, distributed over Y</p>				-	4,500 ⁹		94,500	Ministry of Environment, Forestry and Tourism (MEFT)

	<p>years 1 to 6 Please refer to Annex 6 (technical consultancies) for a more detailed description of the technical roles and responsibilities of the PM under this Component.</p>									
<p>Contractual Services – Individual</p>	<p>This budget is reserved to pay the salaries of PMU staff, as follows:</p> <ul style="list-style-type: none"> • Pro rata costs of contractual appointment of the Project Manager (25% of the salary @ US\$3,500/month) to perform all general project management, coordination and administration functions (See Annex 6 for details) - US\$63,000 • Pro rata costs of contractual appointment of the project's Financial Manager (60% of the salary @ US\$2,500/month) for carrying out all general financial management and procurement functions See Annex 6 for details) - US\$108,000 • Full costs of contractual appointment of a Project Officer (100% of salary @ US\$1,200 per month) to provide support to the PMU for general administration 				<p>-</p>		<p>25 7,400</p>	<p>25 7,400</p>		<p>Ministry of Environment, Forestry and Tourism (MEFT)</p>

	<p>administration, management of logistics, convening of meetings and workshops, etc. (See Annex 6 for details) - US\$86,400 Please 6 Annex 6 (Overview of Project Staff and Technical Consultancies) for details Total: US\$257,400 distributed over Years 1 to 6</p>									
	<p>This budget is reserved for appointment of technical service providers (businesses, NGOs, academic institutions or consortia of consultants) for delivery of the following outputs: • Contractual appointment of an integrated technology systems service provider to design, develop and install the systems architecture for the HWC monitoring and information system (Output 1.1) - Total: \$45,000 • Contractual appointment of two or more service providers (ideally local SME contractors) with experience in water infrastructure construction/civil engineering to: (i) develop the standardized design and specifications of and es</p>									

<p>Contractual Services – Company</p>	<p>estimate the materials, time and labor costs for, the water infrastructure (and associated power supply and water reticulation) in targeted villages; elephant proof of installation around water infrastructure; and, elephant-friendly water points (Output 1.2) - \$35,000 (ii) procure, install and construct the water infrastructure, elephant-proof barriers, and elephant-friendly water points in targeted villages (Output 1.2) - \$290,000; and (iii) procure materials and install, and to develop the standards for, crocodile-proof enclosures, and the associated water supply for livestock, in three demonstration sites in the NE region (Output 1.3) - US\$35,000 • Contractual appointment of a wildlife monitoring company, academic organization, or NGO, to procure and install satellite collars and GPS transmitters on selected predators (Output 1.4 - Note: the same entity may be contracted</p>	<p>76 5,000</p>	<p>765,000</p>	<p>76 5,000</p>	<p>Ministry of Environment, Forestry and Tourism (MEFT)</p>
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to implement Output 2.2, below) - US \$ 145,000

- Contractual appointment of a wildlife tracking company to research, test and pilot a system for the automated tracking and sending of real-time information on the movements of collared predators (Output 1.4 - to be carried out in conjunction with delivery of Output 2.2, below) - US\$110,000

- Contractual appointment of a HWC research organization or NGO to: (i) conduct a cost-benefit analysis of alternative HWC mitigation measures for elephant and predators (Output 1.4) - \$45,000, and (ii) support selected conservancies in the development of local HWC management plans (Output 1.4) - US\$60,000

Wherever possible, consultancies will be consolidated where one service provider has the relevant capacity to deliver several of the required services - See Annex 6: Technical

	<p>Consultancies for further details Total: US\$765,000, distributed over Years 1 to 6</p>								
<p>Contractual Services – Company</p>	<p>This budget is reserved for: (i) Contractual appointment of suitably qualified companies or NGOs as follows: • an anti-poaching technology company/supplier or NGO to support APUs in the field with testing and selection of alternative anti-poaching surveillance and detection technologies (Output 2.1) - US\$80,000; Start Year 3, end Year 4 • a wildlife monitoring company, academic organization, or NGO to procure and install satellite collars and GPS transmitters on selected elephants and rhinos (Output 2.2 - this could be the same entity as the one appointed under Component 1 above) - US\$110,000; Start Year 2 (Q4) • Contractual appointment of a wildlife tracking company/NGO or research institution to develop, install and support the administration of an au</p>		<p>53 8,000</p>		<p>538,000</p>			<p>53 8,000</p>	<p>Ministry of Environment, Forestry and Tourism</p>

	<p>Installation of an automated tracking system which monitors and records real-time information on the movements of collared predators, lions, and rhino (Output 2.2 - see also Component 1 above; this could be consolidated with the consultancy to fit the tracking collars, if the company has the appropriate capacity) - US \$210,000; Start Year 2</p> <p>(ii) Hiring a fixed-wing aircraft or helicopter and pilot (flying costs estimated at US\$3,000 per hour) for aerial surveys of rhino and elephant populations - US\$138,000; Years 2 and 5</p> <p>Total: US\$538,000 distributed over Years 2 to 6 Please see Annex 6 (Technical Consultancies) for additional information on TORs of contracted parties</p>									(MEFT)
	<p>This budget is reserved for contractual appointment of local NGOs/businesses as follows:</p> <ul style="list-style-type: none"> • Independent business/CBNRM NGO to assist the P 									

<p>Contractual Services – Company</p>	<p>MU in reviewing the grant funding awards, support beneficiary conservancies/institutions in accessing and using their grants, and monitoring and reporting on the implementation of grant awards (Output 3.1) - US \$40,000; Start Year 1 (Q3)</p> <ul style="list-style-type: none"> • Business skills/training facilitator/NGO/entity to consultatively identify and prioritize individual employees skills and capacity gaps and identify prospective training service providers to address these gaps (Output 3.2) - US\$35,000; Year 2 (start Q4) • Fund-raising/marketing/events company to support targeted local conservancies to improve conservancy revenues from: branding; hosting events and functions; developing new products, services, and destinations; implementing fund-raising campaigns; and preparing funding applications from donors (Output 3.3) - US\$85,000; Start Year 2 • CBNRM NGO to 	<p>0,000²²</p>	<p>220,000</p>	<p>0,000²²</p>	<p>Ministry of Environment, Forestry and Tourism (MEFT)</p>
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	<p>work with targeted local sector tourism partners and local conservancies in further developing, and increase income streams from, the conservation performance system under the WCS (Output 3.3) - US\$60,000; Years 3 to 5 (appoint service provider in Q4, Year 2)</p> <p>Total: US\$220,000, distributed over Years 1 to 6 Please See Annex 6 (Technical Consultancies) for further details of TORs of contracted parties</p>									
	<p>This budget is reserved for contracting local companies/institutions to deliver the following services:</p> <ul style="list-style-type: none"> • a communications company (appointed on a retainer basis) to draft, produce and distribute communications and information media and materials for the project (Output 4.1) - US\$52,000 • a web design company to design and host project website (and other social media for a) (Output 4.1 - note, this could be combined with the 									<p>Ministry o</p>

Contractual Services – Company	<p>omitted with the communications consultancy) - US \$20,000</p> <ul style="list-style-type: none"> • an academic institution or NGO (appointed on a retainer contract) to assist with the collation and collection of monitoring data for the project results indicators (Output 4.2) - note, this may include collection/verification of any baseline data - US\$30,000 <p>Total: US\$102,000, distributed across Years 1 to 6 Please see Annex 6 (Technical Consultancies) for details of the TORs of contracted parties</p>				-	2,000	10	2,000	10	f Environment, Forestry and Tourism (MEFT)
International Consultants	<p>This budget is reserved for contractual appointment of a Wildlife Forensics Expert (@ US \$3,000 for 15 weeks) to prepare standardized national guidelines and SOPs for the management of wildlife crime-scene investigations, and to design a compact, mobile wildlife crime kit for use by field rangers and WC investigators (Output 2.1) Total: US\$45,000, in Years 2 and 3</p>		4 5,000		0	45,000		45,000		Ministry of Environment, Forestry and Tourism (MEFT)

<p>International Consultants</p>	<p>This budget is reserved to appoint international consultants as follows:</p> <ul style="list-style-type: none"> • Contractual appointment of an independent environmental and social safeguards specialist with international experience to prepare the full ESIA and ESM P (with subsidiary safeguards risk management plans), and undertake FPIC consultations and training (as specified in the project's SESP and ESMF) within the first 6 months of project implementation (all-inclusive cost, with fee calculated at \$3,500 per week for 10 weeks) (Output 4.1) -US\$35,000 in Year 1 • Contractual appointment of an international mid-term evaluation consultant (7 weeks @US\$3,100/wk) under Output 4.2) - US\$22,000 in Year 3 • Contractual appointment of an international terminal evaluation consultant (8 weeks @ US\$3,100/wk) under Output 4.2 - US\$25,000 in Year 					<p>-</p>	<p>2,000⁸</p>	<p>82,000</p>	<p>Ministry of Environment, Forestry and Tourism (MEFT)</p>
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	6									
	Total: US\$82,000									
Local Consultants	This budget is reserved to cover the cost of contractual appointment of a Database Administrator Specialist (US\$1,000 x 48 weeks, commencing in Year 1) to support the updating, management, and maintenance of the HWC database and to provide a mentoring role for staff in the ME T HWC Coordination Unit (Output 1.1). Total: US\$48,000, over years 1 to 4	8,000 ⁴			0	48,00			48,000	Ministry of Environment, Forestry and Tourism (MEFT)
Local Consultants	This covers the costs of contracting a Business Facilitator (45 weeks @ US\$1,000/wk) to work with the Ministry of Mines and Energy, local conservancies and private sector mining companies to pilot a voluntary biodiversity offsets program (Output 3.1). Total: US\$45,000, distributed over Years 4, 5 and 6			5,000 ⁴	0	45,00			5,000 ⁴	Ministry of Environment, Forestry and Tourism (MEFT)
	This budget is reserved to appoint local consultants as follows: • Contractual appointment (on a retainer contract) of									

<p>Local Consultants</p>	<p>a Social and Environmental Safeguards Officer (SESO) to support the PMU in implementation, monitoring and adaptive management of all safeguards-related risk management plans (ESMP, GRM) and the Gender Action Plan (US\$750 for 96 weeks, averaged at 16 weeks per year over the 6-year duration of the project), under Output 4.2 - US\$72,000</p> <ul style="list-style-type: none"> • Contractual appointment of a local mid-term evaluation consultant (13 weeks @US1,000/wk) - US\$13,000 in Year 3 - US\$13,000 • Contractual appointment of a local terminal evaluation consultant (15 weeks @US\$1,000/wk) - US\$15,000 in Year 6 - US\$15,000 <p>Total: US\$100,000</p> <p>Please see Annex 6 (Technical Consultancies) for details of TORs of contracted parties</p>				<p>-</p>	<p>10 0,000</p>		<p>10 0,000</p>	<p>Ministry of Environment, Forestry and Tourism (MEFT)</p>
	<p>These funds are reserved to meet the costs of hiring trainers and convening training workshops as follows:</p>								

Trainings, Workshops, Meetings	<p>s:</p> <ul style="list-style-type: none"> • Formal IT, IS and HWC short course training programmes for HWC Coordination Units staff (Output 1.1) - US\$40,000, commencing Year 2 (Q3), ending Year 3 (Q4) • HPC training programmes for conservancy rangers (Output 1.3) - US\$40,000; commencing Year 2 (Q1) with ongoing inputs in later years <p>Total: \$80,000, spread over Years 2 to 6</p>	80,000			80,000			80,000	Ministry of Environment, Forestry and Tourism (MEFT)
Trainings, Workshops, Meetings	<p>This budget covers the costs of convening workshops for delivery of accredited anti-poaching training courses (basic training, advanced training, and annual refresher training courses) for 60 anti-poaching field staff - covering standard workshop costs such as venue hire, training materials etc. (Output 2.1);</p> <p>Total: US\$90,000, Start Year 1, with follow ups in Years 2, 3, 4 and 5</p>		90,000		90,000			90,000	Ministry of Environment, Forestry and Tourism (MEFT)
	<p>These funds are reserved to meet the costs of hiring local businesses/training service providers or a cons</p>								

<p>Trainings, Workshops, Meetings</p>	<p>Contractors or a consortium of experts to deliver formal, accredited training to selected conservancy members, and provide ongoing mentorship to address skills gaps identified during the capacity gaps assessment (See BN 25). Training to include topics such, inter alia, business management; hospitality services; marketing and communications; culinary services/catering; financial management; administrative services; tour guiding; maintenance services (plumbing; electrical, vehicles); security services (Output 3.2); Start training in Year 2 (Q4), with ongoing inputs through to Year 6 (Q3) Total: US\$190,000, Years 2 to 6</p>			<p>19 0,000</p>	<p>190,000</p>			<p>19 0,000</p>	<p>Ministry of Environment, Forestry and Tourism (MEFT)</p>
	<p>This budget is reserved to cover the costs of convening and enabling participation in workshops, lesson-sharing exchanges and opportunities, and key meetings linked to project M&E and safeguards/gender due-diligence as follows:</p>								

<p>Trainings, Workshops, Meetings</p>	<ul style="list-style-type: none"> • Hosting HWC and WC donor coordination meetings @ 2-4 meetings/annum (Output 4.1) - US\$5,000 • Hosting local 'community of practice meetings' @ 6-12 meetings/annum (Output 4.1) - US\$35,000 • hosting 1 regional HWC and 1 national WC symposium during the life span of the project (including program development, invitations, selected speakers, field trips, venue hire, catering etc.) (Output 4.1) - US\$70,000 • Costs (logistics, venue, catering, translation, recording, materials etc.) for one consolidated Project Inception meeting and three Project Introduction meetings - one in each hotspot landscape (Output 4.2) - US\$9,000 • Workshops for presentation of the gender strategy and plan, gender sensitivity training for key project stakeholders, and workshops associated with development of the safeguard's management 	-	<p>1,000¹³</p>	<p>1,000</p>	<p>13</p>	<p>Ministry of Environment, Forestry and Tourism (MEFT)</p>
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	t plans or associated training (Output 4.2) - US\$12,000 Total: 131,000, distributed over Years 1 to 6									
Travel	This budget is to cover the Travel costs of regional HWC management unit staff undertaking incident investigations, communications, and extension support services in conservancies (Output 1.1). Incidental transport costs for patrolling conservancy rangers (bicycles, taxis, fuel, etc.) (Output 1.3). Travel costs (DSA, car subsidy, fuel, car rental etc.) of the WCM and FCs in implementing outputs 1.1 - 1.4. Total: US\$123,000 over years 1 to 6	3,000	12		123,000			3,000	12	Ministry of Environment, Forestry and Tourism (MEFT)
Travel	This budget covers the travel costs (DSA, car subsidy, car rental, fuel, etc.) of the Wildlife Conservation Manager and Field Coordinators CM in delivery of outputs 2.1 - 2.2. Total: US\$45,000, distributed across Years 1 to 6	5,000	4		45,000			0	45,000	Ministry of Environment, Forestry and Tourism (MEFT)
	This budget is reserved to cover Travel (DSA, car subs									Ministry o

<p>Travel</p>	<p>day/nire, ruel, etc.) of the PM, FM and FCs in implementing Outputs 3.1 - 3.3. Total: US\$35,000 distributed over Years 1 to 6</p>			<p>5,000</p>	<p>3 0</p>	<p>35,00</p>		<p>35,000</p>	<p>f Environment, Forestry and Tourism (MEFT)</p>
<p>Travel</p>	<p>This budget is reserved for meeting travel costs associated with delivery of Outputs 4.1 and 4.2, as follows: • Flights, car hire, daily allowance, accommodation, etc. for conservancy and MET staff participating in local and regional exchange programmes and in regional and GWP knowledge sharing platforms (Output 4.1) - US\$35,000 • Flights, car hire, daily allowance, accommodation, etc. of visiting international experts (Output 4.1) - US\$15,000 • Travel costs (vehicle rental, fuel, accommodation, meals) for stakeholder attendance at inception meeting and introduction meetings (Output 4.2) - US\$12,000 • Local travel costs for the monitoring of the project's gender action plan, stakeholder engagement plan and</p>				<p>-</p>	<p>10 6,000</p>		<p>6,000</p>	<p>Ministry of Environment, Forestry and Tourism (MEFT)</p>

	<p>agement plan and ESMP (Output 4.2) - US\$ 22,000</p> <ul style="list-style-type: none"> • Local travel costs (DSA, car subsidy, fuel, etc.) of the SESO, PM and PA in implementing outputs 4.1 and 4.2 - US\$ 22,000 <p>Total: US\$106,000, distributed across Years 1 to 6</p>								
Travel	Travel costs (DSA, car subsidy/rental, fuel, etc.) of the PM, FM and PA.				-		9,000	9,000	Ministry of Environment, Forestry and Tourism (MEFT)
Office Supplies	<p>This budget is to cover the Production costs of publications, print media and electronic media for ongoing communications and educational support services provided to conservancy members (Output 1.1 - please also refer to Component 4 for contracted communications company contracted by the project to produce these media) - Total: 35,000, distributed across Years 2 - 5</p>	5,000 ³			0	35,00		35,000	Ministry of Environment, Forestry and Tourism (MEFT)
Office Supplies	This budget is reserved to cover the cost of Production of publications, print media and electronic media for project communications and main				-		5,001 ³	35,001	Ministry of Environment, Forestry and Tourism

	streaming (Output 4.1). Total: US\$35,001 distributed over Years 1 to 6								Tourism (MEFT)
Office Supplies	This budget line is reserved for purchasing office supplies and stationery for the project office. Total: US\$ 12,000, spread over Years 1 to 6				-		2,000 ¹	12,000	Ministry of Environment, Forestry and Tourism (MEFT)
Other Operating Costs	These funds are reserved for procurement of: • construction materials (cement, stone, water tanks, water piping, electrical cable, water pumps, water troughs, solar panels, etc.) and supply services to replace/repair elephant-damaged water infrastructure (Output 1.2) - US\$135,000 • construction materials (cement, stone, fencing, poles, livestock water troughs, water pumps, water pipes) for installation of crocodile-proof enclosures and the associated water supply for livestock (Output 1.3) - US\$187,300 Total: US\$ 322,300, spread over Years 1 to 6	2,300 ³²			322,300			2,300 ³²	Ministry of Environment, Forestry and Tourism (MEFT)
	These funds are reserved to procur								

Other Operating Costs	<p>the professional services (on a retainer contract) of a specialist legal adviser (for an average of 20 days per year @ US\$500/day) to support and assist conservancies in enforcing conservancy land use zonation (Output 1.4). Work start in year 3.</p> <p>Total: US\$ 30,000, spread evenly across Years 3 to 5</p>	0,000 ³			0	30,000		30,000	Ministry of Environment, Forestry and Tourism (MEFT)
Other Operating Costs	<p>This budget is reserved for contractual appointment of an independent financial auditor to carry out the annual NIM financial audit of the project.</p> <p>Total: US\$18,000, spread evenly over Years 1 to 6</p>				-		8,000 ¹	18,000	Ministry of Environment, Forestry and Tourism (MEFT)
Other Operating Costs	<p>This budget is reserved for insurances, bank charges and some miscellaneous expenses.</p> <p>Total: US\$ 1,077, spread over Years 1 to 6</p>				-		1,077	1,077	Ministry of Environment, Forestry and Tourism (MEFT)
Grand Total		1,994,100	1,392,800	1,872,140	5,259,040	690,501	297,477	6,247,018	

ANNEX F: (For NGI only) Termsheet

Instructions. Please submit a finalized termsheet in this section. The NGI Program Call for Proposals provided a template in Annex A of the Call for Proposals that can be used by the Agency. Agencies can use their own termsheets but must add sections on Currency Risk, Co-financing Ratio and Financial Additionality as defined in the template provided in Annex A of the Call for proposals. Termsheets submitted at CEO endorsement

stage should include final terms and conditions of the financing.

ANNEX G: (For NGI only) Reflows

Instructions. Please submit a reflows table as provided in Annex B of the NGI Program Call for Proposals and the Trustee excel sheet for reflows (as provided by the Secretariat or the Trustee) in the Document Section of the CEO endorsement. The Agency is required to quantify any expected financial return/gains/interests earned on non-grant instruments that will be transferred to the GEF Trust Fund as noted in the Guidelines on the Project and Program Cycle Policy. Partner Agencies will be required to comply with the reflows procedures established in their respective Financial Procedures Agreement with the GEF Trustee. Agencies are welcomed to provide assumptions that explain expected financial reflow schedules.

ANNEX H: (For NGI only) Agency Capacity to generate reflows

Instructions. The GEF Agency submitting the CEO endorsement request is required to respond to any questions raised as part of the PIF review process that required clarifications on the Agency Capacity to manage reflows. This Annex seeks to demonstrate Agencies' capacity and eligibility to administer NGI resources as established in the Guidelines on the Project and Program Cycle Policy, GEF/C.52/Inf.06/Rev.01, June 9, 2017 (Annex 5).