

IMPLEMENTATION COMPLETION MEMORANDUM (ICM)

FIGHTING AGAINST WILDLIFE POACHING AND ILLEGAL TRADE IN AFRICA – THE CASE OF AFRICAN ELEPHANTS (P144902)

A. BASIC TRUST FUND INFORMATION

TF Name:	Fighting Against Wildlife Poaching and Illegal Trade in Africa – the Case of African Elephants
TF Number:	TF05732
TTL Name/TF Managing Unit:	Claudia Sobrevila GENDR (at closing)
TF Amount:	Total financing: GEF: \$2,000,000
Recipient of TF funds:	Various
Type of TF:	GEF Trust Fund
Single/Multi Donor:	Multiple donor
Donor Name:	Global Environmental Facility (GEF)
TF Program Source Code:	GEFIA
Purpose of TF:	Technical Assistance and Investments
TF Approval/IBTF Clearance Date:	September 18, 2013
TF Activation Date:	October 1, 2013
TF Closing Date:	February 28, 2017
Date of Report Submission to TFO:	August, 2017

B. TRUST FUND DEVELOPMENT OBJECTIVES AND DESIGN

1. Original Trust Fund Development Objectives

The original Trust Fund Development Objective was as follows: *“To enhance a shared understanding of how to effectively address elephant poaching and illegal ivory trade in Africa and develop a regional collaborative program to combat it”*.

The PDO remained unchanged throughout the implementation of the project.

2. Original and Revised Trust Fund Activities/Components

The project design components included the support of various analytical studies, country diagnosis and regional strategies to combat elephant poaching and ivory trade and to support immediate actions identified in the various action plans. It will support building of alliances to combat wildlife crime by constituencies that will be important in combatting poaching, including national governments, international and national NGOs, other development agencies (African and International), parliamentarians in range states, financial intelligence units, the criminal justice sector, customs and trade facilitation ministries. Dialogues, workshops and pilot interventions were used to build constituencies for the design of a larger program to combat illegal wildlife trade. (Detailed progress report presented in Annex 1)

The original MSP Document included the following three components:

Components	Total (US \$)
Component 1: Support analytical studies and regional strategies to combat elephant poaching and ivory trade	848,844
Component 2: Building alliances to combat elephant poaching and ivory trade	869,993
Component 3: Program development	280,495
Total	1,999,332

Some changes at activity level were introduced, discussed and validated by the World Bank team. These are described below.

Component 1: Support Analytical Studies and Regional Strategies to Combat Elephant Poaching and Ivory Trade: This component aimed to support analytical studies, country diagnosis and regional strategies to combat elephant poaching and illegal ivory trade. Some of the important studies included an elephant crime intelligence system and governance model assessment, studies on ivory price data and collection of datasets, a review of approaches to elephant conservation at the site level, a background paper on ivory demand reduction, an assessment of the economic contribution of nature-based tourism in Africa and a review and analysis to improve the evidence base for nature-based tourism policy development in Botswana. This component also supported and implemented the China-Africa Dialogue Series from 2014 to 2015 which led to many meetings that culminated into the formal adoption of the African Union (AU) Vision 2063 and FOCAC Action Plan.

Key revisions: Most actions and activities planned under component 1 were reports, assessments and analysis. These reports from various consultancies have been delivered and are available in project files. The report on ivory economics led by Quy Toan under the Economics Research Department (DEC) at the Bank was not finalized. In December 2015, a meeting with a Bank advisory group analyzed the changing political environment around ivory trade and recommended that the study be cancelled as it was not relevant any longer given the changing circumstances. The Government of the US and China, two of the largest ivory consumer countries, had signed an agreement in September 2015 that they would ban the domestic trade in their respective countries. The study was examining different hypothetical economic models of trading ivory as a solution to the illegal ivory poaching and trade, but was not going to be aligned with the changing international and national policies that would completely stop any ivory trade and would be a risk to the Bank to discuss these issues even if hypothetical.

Additionally, for component 1.4, the MSP had planned to fund two ICCWC toolkits, one in Gabon and the other in Tanzania. The application of the toolkit in Gabon has been completed however, the one in Tanzania was initiated with a pre-feasibility study funded by the MSP but was not continued because the Government of Tanzania chose UNDP to apply the

ICCWC toolkit instead of the World Bank. This activity is on-going and is being funded by UNDP.

A summary of all activities for component 1 is provided in table 1.

Table 1: Summary of analytical studies and regional strategies for Component 1

No.	Title of Activities	Actions	New Actions	Cancelled Actions
1.1	Value chain analysis of supply and demand for ivory to identify entry points for action	<ul style="list-style-type: none"> Gather most updated information on IWT, Law enforcement, market demand for ivory trade 		X
1.2	Flagship study on impacts and economic costs of elephant poaching and trafficking in Africa	<ul style="list-style-type: none"> Organize African Elephant Expert Workshop & Discussions Contract the firm-C4ADS Undertake data collection and analysis as part of the broader work on ivory economics Complete four reports Contract TRAFFIC International to collect ivory price data. Technical advice from Holly Dublin (consultant) Diane Skinner (consultant) prepared a background paper on a review of elephant conservation at the site level Contract Save the Elephants Draft three analytical documents Procure consultant, Lin Ma Undertake analysis on elephant data Procure consultant, Andrei Levchenko Collect and analyse datasets 		
1.3	Assess and define an effective and sustainable elephant crime intelligence system	<ul style="list-style-type: none"> Procure Consultant. Robert Fahlman Draft and publish study on Elephant Crime Intelligence System and Governance Model Assessment 		

1.4	Mapping law enforcement response in selected countries and diagnosis of in country enforcement capacity needs	<ul style="list-style-type: none"> • ICCWC Wildlife and Forest Crime Analytical Toolkit to be applied to two countries (Gabon and Tanzania) 		X (toolkit was not applied to Tanzania)
1.5	Assessment of on-going awareness raising program to reduce the demand	<ul style="list-style-type: none"> • African Wildlife Foundation Report on China – Africa Dialogue Series from 2014 - 2015 (Draft a roadmap for awareness raising program under the GEF 6 program) • Assessment of the Economic contribution of nature-based tourism in Africa • Review and Analysis to Improve the Evidence Base for Nature-Based Tourism Policy Development in Botswana 	X X	

Table 2 shows the planned vs actual expenditure for Component 1

No.	Title of Activity	Sub-activity	Planned expenditure	Actual expenditure
1.1	Value chain analysis of supply and demand for ivory to identify entry points for action	Two completed studies on ivory price data completed by Traffic International	100,000	138,434
1.2	Flagship study on impacts and economic costs of elephant poaching and trafficking in Africa		100,000	
		a. Four complete reports written by Center for Advanced Defense Studies (C4ADS)		55,297
		b. Updated MIKE sites aerial survey and carcass ration study, Julian Blanc, Consultant		3,256
		c. Technical Advice from Holly Dublin, Consultant		152,264
		d. Background Paper prepared by Diane Skinner, Consultant		15,390
		e. Three analytical documents prepared by Save the Elephants		25,430

		f. Datasets collected and analysed by Lin Ma, Consultant		52,353
		g. Datasets collected and analysed by Andrei Levchenko, Consultant		19,734
1.3	Assess and define an effective and sustainable elephant crime intelligence system	Elephant Crime Intelligence System and Governance Model Assessment	100,000	119,052
1.4	Mapping law enforcement response in selected countries and diagnosis of in-country enforcement capacity needs	ICCWC “Wildlife and Forest Crime Analytic Toolkit” Implementation	150,000	18,958
1.5	Assessment of on-going awareness raising program to reduce the demand	a. African Wildlife Foundation report and awareness conservation plan	150,000	199,964
		b. Review and Analysis to Improve the Evidence Base for Nature-Based Tourism Policy Development in Botswana		40,000
		c. Assessment of the Economic contribution of nature-based tourism in Africa		8,712
	Total		600,000	848,844

Component 2: Building Alliances and Political Will to Combat Elephant Poaching and Ivory Trade: This component supported the building of alliances to combat wildlife crime by constituencies that are important in combatting poaching, including national governments, international and national NGOs, other development agencies (African and International), parliamentarians in range states, financial intelligence units, the criminal justice sector, customs and trade facilitation ministries. This component also supported dialogues, workshops and large, important conferences that built political will and complemented efforts of previous Conventions and Treaties. Some of the important conferences that the MSP engaged in/ sponsored included, Wildlife Summit to Stop Wildlife Crime and Advance Wildlife Conservation in Tanzania which was followed by a regional conference in Arusha. Additionally, the African Elephant Summit in Gaborone, Botswana and the Brazzaville Conference, and other international meetings such as side event at the IUCN Parks congress in Sydney, Australia. Finally, this component helped to strengthen the creation of an anti-money laundering training module and supported DNA forensic analysis of several large seizures; both being methods offering a powerful law enforcement tool.

Key Revisions: there were no key revisions in component 2.

A summary of all activities for component 2 is provided in table 3:

Table 3: Summary of alliances and conferences included in Component 2

No.	Title of Activities	Actions	Cancelled Actions
2.1	Alliance with parliamentarians	<ul style="list-style-type: none"> • Support ICCF and CCN to carry out high level discussions with African leaders, parliamentarians, NGOs, international funders, etc. • Support a series of follow-on meetings which led to regional conference in Arusha, Tanzania • Provide funding to help organize IUCN Elephant Summit in Gaborone, Botswana • Provide funding for the Brazzaville Conference 	
2.2	Alliance with Anti-Money Laundering and other constituencies	<ul style="list-style-type: none"> • Procure consultants, Naftali Honig • Develop a training module in collaboration with CITES and UNODC • Conduct a four-day training workshops structure 	
2.3	Alliances with scientific institutions to improve DNA testing of seized ivory samples as well as isotope testing	<ul style="list-style-type: none"> • Support University of Washington in conducting DNA forensics of large scale seizures of ivory 	
2.4	Alliances with regional networks for training to reduce poaching	<ul style="list-style-type: none"> • Support international meetings facilitated by STOP IVORY • Present GEF MSP during the African Seminar Series 	
2.5	Additional partnerships and pilot interventions to be identified	<ul style="list-style-type: none"> • GWP Program Development and Implementation • International Corruption Hunter's Alliance 	

Table 4: Planned vs actual expenditure for component 2 (USD)

No.	Title of Activities	Actions	Planned Expenditure	Actual Expenditure
2.1	Alliance with parliamentarians	Collaboration with ICCF and CCN <ul style="list-style-type: none"> • ICCF: The Regional Conference to Stop Wildlife Crime and 	200,000	299,833

		<p>Advance Wildlife Conservation</p> <ul style="list-style-type: none"> • Arusha conference 		
2.2	Alliance with Anti-Money Laundering and other constituencies	<ul style="list-style-type: none"> • Develop a training module in collaboration with CITES and UNODC • Conduct a four-day training workshops structure 	200,000	93,189
2.3	Alliances with scientific institutions to improve DNA testing of seized ivory samples as well as isotope testing	<ul style="list-style-type: none"> • University of Washington 	100,000	99,788
2.4	Alliances with regional networks for training to reduce poaching	<ul style="list-style-type: none"> • International Meetings facilitated by STOP IVORY • Presentation of GEF MSP during the African Seminar Series 	300,000	200,000
2.5	Additional partnerships and pilot interventions to be identified	<ul style="list-style-type: none"> • GWP Program Development and Implementation • International Corruption Hunter's Alliance • IUCN Elephant Summit • Brazzaville Conference • Climate change event 	400,000	177,183
	Total		1,200,000	869,993

Component 3: Program Development: This component built on the results of the studies and pilots carried out under this project and carried out consultations with key stakeholders to design an international “roadmap” of investments for the fight against African elephant poaching and illegal ivory trade suitable for GEF and various sources of funding such as IDA, EU, bilateral and other donors and range states funding and commitments. Through this component, the Bank secured the approval of one of the largest funding program for illegal wildlife trade that was approved by the GEF council with 19 countries for an amount of US\$ 131 million titled, Global Wildlife Program.

Key Revisions: No changes to activities or revisions were proposed for this component

Table 5: Planned vs actual expenditure for component 3 (USD)

No.	Title of Activities	Actions	Planned Expenditure	Actual Expenditure
1	Program Development		200,000	280,495

3. Outcome Indicators

Table 6 below provides an overview of the original outcome indicators related to the development and global environmental objectives as stated in the MSP document. None of the outcomes were changed during project implementation. The project's progress toward achieving the PDO was Satisfactory throughout implementation.

Table 6: Original and Revised Outcome Indicators

Project Development Objective (PDO)	PDO Indicators	Revised	Comment
To enhance a shared understanding of how to effectively address elephant poaching and illegal ivory trade in Africa and develop a regional collaborative program to combat it.	Improved understanding of economic impacts of illegal elephant poaching and ivory trade		
	Alliances mobilized to combat African elephant poaching and illegal ivory trade.		
	Approaches to address African elephant poaching developed and piloted		
	Long-term program designed		
Components Intermediate Outcomes	Intermediate Outcome indicators		
Intermediate Result 1. Support Analytical Studies and Regional	Value chain analysis of supply and demand for ivory delivered.		

Strategies to Combat Elephant Poaching and Ivory Trade	Flagship study on impacts and economic costs of elephant poaching and trafficking delivered.		
	ICCWC Toolkit applied in two countries.		
	Awareness plan designed		
Intermediate Result 2: Building Alliances and Political Will to Combat Elephant Poaching and Ivory Trade	Action plan and training to improve legislation around wildlife delivered in at least five countries		
	At least one community of practice established and trained in controlled deliveries and anti-money laundering		
	Number of local staff trained in law enforcement		
	At least one regional strategy/meeting supported		
Intermediate Result 3: Program Development	Reports completed and submitted on time		
	Final proposal		

4. Other Significant Changes in Design

The project’s closing date was extended by 12 months. The proposed extension was necessary to ensure that the project outcomes and activities would be duly completed.

C. OUTCOME

1. Relevance of TF Objectives, Design and Implementation

The project was designed to address the growing illegal trade and poaching in Africa, especially of African elephants. The PDO was “To enhance a shared understanding of how to effectively address elephant poaching and illegal ivory trade in Africa and develop a regional collaborative program to combat it”.

The Project design, including its Project Development Objective, the Intermediate Outcomes and the mode of project implementation addressed several concerns in the African region where there is a crisis on wildlife poaching. Important among these are the need to address:

- The scale and size of illegal wildlife markets and illegal wildlife crime especially of African elephants.
- The under-developed knowledge and scarcity of information of effective responses
- Weak capacity of governments to deal with the problem nationally and internationally
- Lack of funding and coordination by key players.

These objectives remained relevant to the end of the project.

This project complemented the efforts and work by key stakeholders that have prepared elephant action plans and strategy for the Africa region. The Bank and GEF have contributed considerable funding towards conservation of wild lands in Africa through protected areas projects and other natural resources management projects but never under a coordinated programmatic approach, focusing on the iconic species of Africa such as the elephant. The project carried out consultations and collaborate with key stakeholders to provide a common platform and framework for regional cooperation on many of the issues and challenges that threaten elephant conservation in Africa.

Design: the initial component structure of the project remained relevant to the end of the project.

The Bank led Project Execution and, as an integral part of its due diligence, coordinated and maintained extensive stakeholder consultations at national and international level to support all components of the project. This was done in the framework of the regular consultative mechanism established as part of the International Consortium for Combatting Wildlife Crime (ICWC) and other groups as well as part of other GEF consultations in the Africa region.

The proposed project helped to strengthen the collaboration among countries, NGOs, bilateral and MDBs to support national and regional commitments to increase coordinated efforts on elephant conservation.

2. Achievement of TF Development Objective

The main sources of information for this assessment are: the initial project document approved by WB/GEF, the GFR prepared during project implementation, the project completion report, and all the reports produced by the various consultants and firms.

Outcomes:

Table 7 below shows the achievements of the project objectives through its outcome indicators. The assessment is positive.

Project Overall

As a result of this MSP, the Bank secured the approval of one of the largest funding program for illegal wildlife trade that was approved by the GEF council with 19 countries for an amount of US\$ 131 million. The Bank is starting to have some clear leadership for the long term involvement on several fronts: 1) leader of the Global Wildlife Program, now approved by the GEF council; 2) strong participation in the ICCWC consortium, development of the strategic plan; 3) providing input to CITES and UNODC in anti-money laundering tools; 4) four conferences that included exchange of knowledge among countries and experts; 5) the GWP team is leading phase II of donor financial gap analysis on combatting illegal wildlife trade.

Component 1: Support Analytical Studies and Regional Strategies to Combat Elephant Poaching and Ivory Trade: The indicator to achieve this outcome was for two studies to be delivered. Instead, the MSP delivered four studies. 1) the Elephant Criminal Intelligence Assessment; 2) Background papers on the Ivory economics studies; 3) Nature-based tourism in Botswana; 4) Africa- China Dialogue. Implementation Rating for this component was Satisfactory

Component 2: Building Alliances and Political Will to Combat Elephant Poaching and Ivory Trade: Approaches to address African elephant poaching developed and piloted: The ICCWC Action plans for Gabon and the Republic of Congo were delivered as well as the Action plans from the Tanzania Presidential Summit, the Arusha Regional meeting and the Brazzaville Conference. Implementation Rating for this component was Satisfactory

Component 3: Program Development: Long-term program designed; The GWP program was designed and submitted to the GEF council for approval. The first phase with 11 child projects was approved in June 2015 and the second phase with 9 additional countries was approved in June 2016. Implementation Rating for this component was Satisfactory

Table 7: Outcome indicators and EOP scores

	Outcome Indicators	Baseline (2012)	Target Value	EOP (2016)	EOP Score %
PDO Level Results Indicators					

1	Improved understanding of economic impacts of illegal poaching and ivory trade	0	1	6 ¹	600%
2	Alliances mobilized to combat African Elephant poaching and illegal trade	0	2	6	300%
3	Approaches to address African elephant poaching developed and piloted	0	4	5 ²	125%
4	Long-term program designed	0	1	1	100%
5	Project beneficiaries	0	100	300	200%
	Of which female beneficiaries	0	50	150	200%
Intermediary Outcome Indicators					
C1 - Support Analytical Studies and Regional Strategies to Combat Elephant Poaching and Ivory Trade					
No.	Outcome Indicators	Baseline (2012)	Target Value	EOP (2016)	EOP Score %
1	Value chain analysis of supply and demand for ivory delivered.	No	Yes	Yes	100%
2	Flagship study on impacts and economic costs of elephant poaching and trafficking delivered	No	Yes	Partial ³	70%
3	ICCWC Toolkit applied in two countries.	0	2	1	50%
4	Awareness plan designed	0	1	1	100%
C2 - Intermediate Result 2: Building Alliances and Political Will to Combat Elephant Poaching and Ivory Trade					

¹ C4Ds studies (4), Traffic study (1), Elephants Intelligence (1)

² Save the Elephant studies, ICCWC toolkit, Un. Of Washington

³ Many of the individual background studies were completed but the final policy recommendation on ivory trade was cancelled by WB high level management due to changes in political environment around ivory trade.

5	Action plan and training to improve legislation around wildlife delivered in at least five countries.	0	2	5	250%
6	At least one community of practice established and trained in controlled deliveries and anti-money laundering	0	50	50	100%
7	Number of local staff trained in law enforcement	0	50	150	300%
8	At least one regional strategy/meeting supported	0	1	1	100%
C3- Intermediate Result 3: Program Development					
9	Reports completed and submitted on time	0	2	8	400%
10	Final proposal	0	1	1	100%

Project Implementation Status: The GEF MSP was executed by the Bank. Grants awarded to NGOs and consultants were processed in a timely manner. Most of the contracts have been signed and the funds disbursed. The reports from various consultancies have been delivered and are available in project files.

Implementation status of safeguard policies: Not applicable as this was a technical assistance grant and there were no direct actions at site level.

Project management efficiency: There was a highly committed management team in the Bank supported by highly motivated consultants and partners involved in the preparation phase all through to implementation.

Institutional efficiency: One of the risks listed in the MSP was Stakeholder risk. There are around 60 partners working towards wildlife and elephant conservation in Africa and all the groups have different approaches and focus on what are the best options to address the problems mentioned in this concept note. Thus, The MSP recognized that there is a risk that consensus might not be reached and thus, to mitigate this risk, the final program that was delivered built in additional consultation processes within national projects.

Another risk was the involvement of militia and highly organized crime result in serious cases of heavily armed men killing communities and park guards, in highly sophisticated smuggling and use of corruption and money laundering for the ivory trade. The project was designed to conduct research and analytical studies and support workshops and conference to discuss

these issues and arrive to common solutions. Actions on the ground were not carried out under the MSP. Many groups such as the UN Office of Drugs and Crime, the World Customs Organization, the CITES Secretariat and Interpol were going to be involved in project execution, coming up with a design that can tackle such a large program. By taking an analytical approach to diagnosing specific problems, and, by building constituencies and co-designing custom solutions, this risk was minimized.

Finally, the complexity of the problem and the fact that an ambitious program will be required in the long run makes the risk of the overall program substantial. Lowering this risk required that this project and the program was well consulted and designed. There is no large funding available for a large scale African elephant program currently. This risk did not materialize, on the contrary, due to the fact that the Bank was leading the process of building a large program with GEF funding, the geographical scope included Asia and Africa and other species beside elephants were also included in the final program design. The design of this MSP was the test for the larger program.

Financial management performance and audits: This was a Bank executed project and not annual audits were required.

Procurement: This was a Bank executed project. The contracts with firms and consultants were processed through e-consult and followed business WB warehouse rules.

Expenditure: the table below show total expenditure per component and per expenditure category for the sum of the GEF funds. Disbursement is 99.4%.

Table 8 – MSP project expenditure (this table is still being adjusted)

Components	2014	2015	2016	2017	Total (US \$)
Component 1	260,323	443,117	154,404		848,844
Component 2	113,061	390,546	355,736		869,993
Component 3			78,859	201,636	280,495
Total Project Costs	373,384	833,663	579,999	201,636	1,999,332

Deliverables: All activities of the three components were completed

Table 9: Activities delivered

No.	Component	Activity	% per action	Average
Component 1: Support Analytical Studies and Regional Strategies to Combat Elephant Poaching and Ivory Trade				
1.1	Value chain analysis of supply and demand for ivory to identify entry points for action		100%	100%
1.2	Flagship study on impacts and economic costs of elephant poaching and trafficking in Africa	a. Four complete reports written by Center for Advanced Defense Studies (C4ADS):	100%	100%
		b. Two completed studies on ivory price data completed by Traffic International	100%	
		c. Technical Advice from Holly Dublin: Consultant	100%	
		d. Background Paper on “ <i>A review of approaches to elephant conservation at the site level</i> ” prepared by Diane Skinner	100%	
		e. Three analytical documents prepared by Save the Elephants	100%	
		f. Datasets collected and analysed by Lin Ma: Consultant	100%	
		g. Datasets collected and analysed by Andrei Levchenko: Consultant	100%	
1.3	Assess and define an effective and sustainable elephant crime intelligence system	Elephant Crime Intelligence System and Governance Model Assessment	100%	100%

1.4	Mapping law enforcement response in selected countries and diagnosis of in-country enforcement capacity needs	ICCWC “Wildlife and Forest Crime Analytic Toolkit” Implementation	50%	50%
1.5	Assessment of on-going awareness raising program to reduce the demand	African Wildlife Foundation report and awareness conservation plan	100%	100%
Component 2: Building Alliances and Political Will to Combat Elephant Poaching and Ivory Trade				
2.1	Alliance with parliamentarians	<ul style="list-style-type: none"> • ICCF and CCN conducted high level meetings and discussions • Arusha conference • MSP provided funding to IUCN Elephant Summit in Gaborone, Botswana • Provided funding to the Brazzaville Conference on Illegal Exploitation and Illicit Trade in Wild Flora and Fauna in Africa 	100%	100%
2.2	Alliance with Anti-Money Laundering and other constituencies	<ul style="list-style-type: none"> • Develop a training module in collaboration with CITES and UNODC • Conduct a four-day training workshops structure created using a case study from Kenya • Several resources and a literature review were conducted and created 	100%	100%
2.3	Alliances with scientific institutions to improve DNA testing of seized ivory samples as well as isotope testing	<ul style="list-style-type: none"> • In collaboration with the University of Washington, DNA forensic analysis of large seizures was supported. 	100%	100%

2.4	Alliances with regional networks for training to reduce poaching	<ul style="list-style-type: none"> • The MSP supported international meetings facilitated by STOP IVORY, e.g. high level dinner event in New York. • A follow up event at the World Parks Congress was organized in which STOP IVORY facilitated a workshop • Presentation of GEF MSP during the African Seminar Series 	100%	100%
2.5	Additional partnerships and pilot interventions to be identified	<ul style="list-style-type: none"> • GWP Program Development and Implementation - The MSP supported the consultation process and all the technical work to design a new partnership - the Global Wildlife Program (GWP) with the GEF, UNDP and other GEF agencies and governments • International Corruption Hunter's Alliance 	100%	100%
Component 3: Program Development				
3	Reports completed and submitted on time. Final Proposal	<ul style="list-style-type: none"> • Build on the results and pilot carried out under the MSP and with consultations with key stakeholders to design an international roadmap of investments to combat IWT 	100%	100%

Implementation Rating: All GFR rated the project execution as satisfactory. Public and government involvement were rated satisfactory, arrangements for sustainability were also rated satisfactory

Efficiency: No major delays or problems with disbursement were encountered. The project was implemented per budget and work plan and grants were awarded to NGOs and consultants in a timely manner.

3. Development Impacts, including those that are Unintended/Unrelated to TF Objectives

Unintended outcomes have included:

- Realization of the need for further knowledge exchange and scientific analysis in the wildlife sector that will improve the ability of government and NGO partners to do work on the ground and project implementation
- Identification of the need of more successful coordination mechanisms to prevent replication and duplication of work to combat wildlife crime, especially for donor coordination. The GWP has already done some work on donor coordination and will be further considering this outcome to gather best practices and lessons learned.
- Further confirmation that regional programs such as the GWP are vital to combating wildlife crime since the issues are transnational in nature and the response requires countries and partners to work together.

D. RISK TO DEVELOPMENT OUTCOME

1. Follow-On Results and/or Investment Activities

MSP grant led to the approval of one of the largest funding program for IWT that was approved by GEF council with 19 national projects in Asia and Africa amounting to \$131 million.

World Bank team is meeting with GEF and other implementing agencies to work on ensuring that GEF 7 replenishment cycles includes investments in biodiversity conservation and combating illegal wildlife crime.

2. Replicability

- New tools and innovations are required to disrupt the illegal wildlife crime supply chain. AML training modules and ICCWC toolkits that were developed and utilized in the MSP could be customized and applied for other sectors. The Monitoring and Evaluation tools development for the GWP are being deployed in the Amazon Sustainable Landscape Program.

3. Overall Risk to Development Outcome

The project risk was rated substantial due to the complexity of the problem and the fact that an ambitious program will be required in the long run. The Bank team has been mitigating this risk by carrying out consultations with many diverse groups of actors.

E. PERFORMANCE

1. Bank: The project task team leader is a senior environmental specialist with the necessary technical qualification and experiences. Assisting consultants have been very helpful since beginning of the project. The World Bank's task team was effective in guiding the implementation team throughout project implementation. Feedback on implementation was provided in a timely and constructive way. Regular meetings within the Bank and with GEF secretariat ensured that the MSP incorporated the input from both organizations to ensure that the final design of the GWP follow a high standard.

F. LESSONS LEARNED

The MSP produced several lessons learned:

- Many of the activities, tools and approaches that came out of the MSP were utilized in designing the various national projects in the Global Wildlife Program. For example, the "Wildlife and Forest Crime Analytic Toolkit: Lessons Learned" were shared with GWP stakeholders and will guide toolkit activities that will occur this year; also, the legislative review completed under the MSP was used as an input for a conference in Bangkok - Legal Symposium led by UNDP/UNEP and supported by GWP.
- Data gathered during the MSP was used to help refine areas of interest (i.e. wildlife based tourism, community engagement) and approaches for GWP (both for analysis, program management, and use of tools – GIS to help map projects in key program areas)
- High level participation from the World Bank in key conferences helps move the political agenda and provides an opportunity for staff members to understand priorities of governments and collaborate with partners effectively.
- The MSP allowed the Bank team to assess what had worked or not with respect to governance, funding modalities, technical assistance, knowledge exchange, communications, monitoring and evaluation, etc. From the consultation with various programs GWP decided to start with a small effective team and a program steering committee with key relevant partners that can advise us on all program aspects. Most of the other programs were moving very slowly because of the many levels of bureaucratic steps.
- GWP also took on aspects that other partners were not doing such as improve donor coordination on IWT and base the knowledge exchange on the country needs as these are our main clients.
- Another lesson that came was to avoid duplication of the reporting requirements for M&E and simplify the procedures. The MSP had supported the ICCWC partnership that was funding the implementation of the ICCWC toolkit in various countries. This assessment provided an overview of the IWT situation and provided recommendations of how to address. This was an excellent source of lessons. Wherever the toolkit had

been applied the GWP national projects considered the ICCWC toolkit recommendations in their project design (i.e. Vietnam, Gabon, Botswana, etc.)

GEF MSP “THE CASE FOR THE AFRICAN ELEPHANT” STATUS REPORT

The World Bank’s Africa region (newly restructured as part of the Environment GP) partnered with the GEF to carry out a US\$2 million project to support analytical studies, build new alliances, and develop future programs. The overall GEF MSP grant objective is to enhance a shared understanding of how to effectively address elephant poaching and illegal ivory trade in Africa and develop a regional collaborative program to combat this issue.

Component 1: Support Analytical Studies and Regional Strategies to Combat Elephant Poaching and Ivory Trade

- 1.1 Value chain analysis of supply and demand for ivory to identify entry points for action
- 1.2 Flagship study on impacts and economic costs of elephant poaching and trafficking in Africa

The MSP contracted several background studies for the Ivory Economics report:

1. Four complete reports written by Center for Advanced Defense Studies (C4ADS): C4ADS undertook data collection and/or data analysis as part of its broader work on Ivory Economics and the African Elephant Poaching Crisis. The firm worked on three activities: 1) collection of data on ranger and security force manning levels as a representative sample of national parks across African range states, as well as the extraction of relevant data in existing public records; 2) collection of primary data on wildlife conservation legal codes and regulations as a representative sample of African range states, and between 1989-2014, as well as the extraction of relevant documents in existing court and legal records; 3) presentation of the data mentioned in #1 and #2 and formalization of these datasets in written format in the drafting of the overall report. 4 Reports have been submitted which include C4Ds-Ivory Economics Enforcement levels, C4Ds-Ivory Economics Legislation, the Syllabus and Chapter 1 (first draft).
2. Two completed studies on ivory price data completed by Traffic International: The objective of this activity was to compile a comprehensive dataset of ivory prices that cover the period 1989-2014 and is characterized by (i) its representativeness of a sufficiently large share of the world market of ivory, and (ii) its high frequency. This is a very important effort as the last such study was done 25 years ago and contemporary ivory trade economics are presently poorly understood. Traffic undertook a thorough review of the literature on elephant conservation and extract observations on ivory prices and relevant information. Such work was undertaken in key countries such as China and Japan, including literature searches in local languages. This work was augmented by a questionnaire survey which also elicited data from elephant managers and law enforcement personnel across Africa on ivory trade values to understand country or regional differences in ivory prices.

The Second study consisted of verifying the data on ivory prices compiled to date. Some of the prices in the existing datasets seem either very large or very small, and the activity consists of going back to source documents and investigate the reasons (units, currency, etc.). The World Bank provided the consultant with approximately ¼ of the price data (including ½ of the price data for raw ivory) for investigation. The consultant was expected to add two additional columns to the dataset that includes: (i) reason of discrepancy (inconsistency in weight units, currency, exchange rate, other) and (ii) proposed price correction if applicable. The second task consists of providing statistics on stockpile ownership by range states and establish an inventory of stockpile management policies adopted by range states. The reports submitted include the Ivory Price Data spreadsheet, Annotated References and, explanatory notes.

3. Technical Advice from Holly Dublin: Consultant

The consultant has served as a Senior Technical & Strategic Adviser and has provided technical advice (verbal and written input) to the team in every aspect of the project. Areas where expertise of the consultant were solicited included: - 1) Background papers: Review and provide feedback on TORs for background papers, selection of potential authors and reviewers and assessment of quality of final output-feedback on report, drafts and report outline. 2) Strategic advice to the report team and the steering committee. The remaining time of the consultant was used to support the workshop in Kenya with the GWP countries. She facilitated the discussions of how to engage communities in wildlife conservation.

4. Background Paper prepared by Diane Skinner: Consultant

A background paper was prepared and delivered by Diane Skinner on *A review of approaches to elephant conservation at the site level*". The consultant gathered information from peer-reviewed articles and other authoritative publication outlets. The review focused on the African context, although where relevant examples from other geographical contexts and species was used. The focus of this background paper was on conservation activities at the site of production, i.e. in and around elephant habitat. In particular the paper examined those activities that are intended to either: (a) drive up the cost of poaching to the poacher; or (b) reduce the poacher's incentive to poach. The paper provides a detailed overview of four common approaches to elephant conservation in the field: law enforcement; provision of benefits through community-based approaches; supporting alternative livelihoods and reducing human-elephant conflict. The remaining time of the consultant was used to support the workshop in Kenya with the GWP countries. She facilitated the discussions of how to engage communities in wildlife conservation.

5. Three analytical documents prepared by Save the Elephants:

The main objective of this activity was to critically compare and contrast alternative sources of information on elephant poaching in Sub-Saharan Africa not currently included in the MIKE data. Emphasis was given, but not limited, to metrics of poaching in savanna populations based on aerial surveys in MIKE sites and elsewhere. Efforts were also made to solicit expert opinion on poaching levels and trends in both savanna and forest populations. The background paper: Ivory demand reduction had the following scope: a) Geographical scope: When reviewing historical data, the paper took a global view, but for current and future interventions, mainland

China and Hong Kong was the focus. b) Time coverage: Focus was on the last decade (2005-2015), but also reviewed initiatives historically from pre 1989 CITES up-listing of African Elephants to Appendix I. The consultant prepared a background paper on the current knowledge on demand reduction strategies, focusing on success in achieving change in consumer behavior. The consultant narrowed the review to demand reduction strategies for elephant ivory and other luxury or high-value goods that may share characteristics with elephant ivory (e.g. shark fin, rhino horn, pangolin scales, tiger parts, spotted cat skins and other valuable furs, timber). A reduction in demand can arise from increased sale price and/or reduced consumer willingness-to-pay; the review focused exclusively on the latter. In particular, the review did not cover legal aspects such as domestic regulation. The consultant found information published in the peer reviewed literature that examines the links between human morality with regard to animal welfare concerns and changes in consumer behavior. The review will conduct a comprehensive account of elephant ivory demand reduction.

Three products have been delivered including 1) The updated MIKE sites aerial survey spreadsheet, 2) Carcass Ratio Study and 3) Save the Elephants Background Paper reviewing and analyzing initiatives undertaken to curb demand for ivory.

6. Datasets collected and analyzed by Lin Ma: Consultant

The analysis of elephant data includes combining information on ivory prices, poaching statistics, and elephant population stocks with socio-economic data. The structure of the price data set allows observing prices at different points along the ivory supply chain. The main analyses undertaken are the following:

- a. Descriptive statistics
- b. Estimation of demand and supply curves of raw ivory with a focus on price elasticities
- c. Estimation of price pass-through
- d. Estimation of elasticity of substitution between elephant and mammoth ivory.

The consultant has been maintaining an integrated database, and performed the activities mentioned above in close collaboration with Quy Toan and Tom Miliken. In particular, additional variables are being collected and will be merged with the elephant dataset. These include macroeconomic variables, local socio-economic, geographical, and institutional variables. Several datasets have already been submitted while some of the deliverables are still missing.

7. Datasets collected and analyzed by Andrei Levchenko: Consultant

- 1) The consultant developed a theoretical framework that underlies the proposed empirical analysis. The consultant laid out and proposed a model of ivory markets.
- 2) The consultant carried out an analysis of elephant data combining information on ivory prices, poaching statistics, and elephant population stocks with socio-economic data. The main analyses undertaken are the following:
 - a. Verification of price data and correlations with other variables to check consistency. Descriptive statistics.
 - b. Estimation of price pass-through

The consultant delivered various data sets including the Theoretical model and the empirical estimation

1.3 Assess and define an effective and sustainable elephant crime intelligence system

Elephant Crime Intelligence System and Governance Model Assessment

An intelligence systems expert consultant was contracted for the MSP to assess the intelligence-gathering capacity to combat Elephant poaching and trafficking at the local, national, regional, and international level. The consultant traveled to different countries to include four major African elephant range states and visited international institutions to evaluate and understand certain capacity weaknesses and/or strengths to design and implement a long-term, sustainable elephant crime intelligence system. After interviewing over 150 key stakeholders from the United States government, academics, NGOs and IGOs community, and several individuals directly working on African elephant poaching issues such as wildlife law enforcement authorities, customs officials, prosecutors, and judges, the resulting final report offers several key recommendations to build an elephant crime intelligence system framework at the national, regional, and international level.

The assessment concludes that, currently, individual nations, as well as regional and transnational organizations, possess severely limited to non-existent capacities to effectively respond to growing threat levels. The main recommendation stemming from this initial in-depth assessment proposes a networked, intelligence-led strategy at national, regional, and transnational levels to more effectively control, reduce, and more importantly, prevent, the wholesale slaughter of the African elephant population within the next decade. The report also outlines the individual requirements for designing and implementing a long-term sustainable elephant crime intelligence system, including the required governance arrangements, and proposes the roles and functions that key organizations could play at the national, regional, and transnational levels. Therefore, this assessment responds directly to both the growing threat levels posed by organized elephant poaching and the resulting illicit ivory trafficking crime and related criminal networks, and the severely limited-to-non-existent criminal intelligence capacity of national governments, and regional and global institutions, to effectively counter these threats.

1.4 Mapping law enforcement response in selected countries and diagnosis of in-country enforcement capacity needs

ICCWC “Wildlife and Forest Crime Analytic Toolkit” Implementation

The ICCWC (International Consortium to Combat Wildlife Crime) Toolkit was developed by ICCWC partners, CITES, UNODC (United Nations Office of Drugs and Crime), WCO (World Customs Organization), INTERPOL, and the World Bank Group, and provides an inventory of measures that can assist in the analysis of the nature and extent of wildlife offences and in deterring and combating these offences. It is also intended to contribute to an understanding of the various factors that drive wildlife offences to integrate the information and experience gained from such analysis into national strategies. As part of the DGF funds (co-financing for the MSP), ICCWC, led by UNODC, has been successful in delivering “The Wildlife and Forest Crime Analytic Toolkit” to Gabon. The toolkit application in Gabon has revealed a diverse list of responses such as strengthening national legislation to reflect

international conventions in addition to increasing the capacity of law enforcement. This has increased understanding of overall criminal justice capacity issues to encompass comprehensive recommended reforms. This pre-investment work provides a signpost for how to build an appropriately responsive government on which the recommended interventions and investments would build.

In addition to Gabon, the Toolkit has been used in the Republic of Congo, Mozambique and now in Tanzania. The MSP had planned to fund the Tanzania assessment but the Government of Tanzania chose UNDP to apply the toolkit instead of the World Bank. This activity is on-going and is being funded by UNDP.

1.5 Assessment of on-going awareness raising program to reduce the demand

African Wildlife Foundation report and awareness conservation plan

The MSP supported the African Wildlife Foundation to collaborate with the Aspen Institute to develop and implement the China-Africa Dialogue Series from 2014 to 2015. This high level, Track II dialogue series convened groups of African and Chinese business, policy and civil society leaders to foster a set of recommendations regarding the opportunity for cooperation on conservation and development challenges. The first phase of the Dialogue Series was the **African Introspective Dialogue**, comprised of dialogue meetings in Nairobi and Kigali in 2014 with African public and private sector thought leaders. Participants from these dialogues were able to include the language for conservation of wildlife and wild lands in the Africa Union's Vision 2063 document. The next Dialogue series convened in Tianjin for a scoping mission and Beijing for a dialogue session in August 2015. These meetings resulted in a **Beijing Declaration** statement relating to prioritizing conservation within the agenda of the 2015 Forum on China-Africa Cooperation (FOCAC). The Aspen Institute and African Wildlife Foundation subsequently worked with the dialogue participants to gain traction with the **African Ambassadors Group in Beijing** on conservation issues prioritized by the group and the Ambassadors engaged with the dialogue participants to support the adoption of wildlife issues within the planned FOCAC agenda.

As a culminating effort, representatives from the African and Chinese dialogue groups met in December 2015 for a **three-day field visit and roundtable in Kruger National Park**, South Africa, in the run-up to the FOCAC summit. Chinese film star Wang Baoqiang and Tanzanian singer-songwriter Alikiba joined the group as cultural ambassadors. Dialogue participants provided a roadmap documenting needs and opportunities for investment while highlighting conservation of wildlife and wild lands as a pillar of sustainable growth to the Chinese and African governments. In addition, the recommendations also included establishment of Environmental Impact Assessments (EIA's) for foreign investment as well as the need for public education in China and Africa to increase awareness.

With wildlife formally adopted into the AU Vision 2063 and FOCAC Action Plan, participants in this dialogue series would like to continue to work under the new designation of the **"China-Africa Wildlife Conservation Council,"** as a people-to-people platform for supporting China-Africa cooperation on wildlife and wild lands conservation, sustainable economic development, and governance in 2016-2018. Following these roundtable discussions, the group released a [formal statement](#). Moving forward, the Council members have prepared a draft set of formal proposed commitments for discussion with the relevant Chinese and African ministries in early 2016, to support China's commitment to address the

critical issue of wildlife and wild lands conservation, highlighted as a priority both by the African Union in the Vision 2063 and by the Chinese government at FOCAC.

Component 2: Building Alliances and Political Will to Combat Elephant Poaching and Ivory Trade

2.1 Alliance with parliamentarians

ICCF: The Regional Conference to Stop Wildlife Crime and Advance Wildlife Conservation

The MSP supported the International Conservation Caucus Foundation to carry out several high level discussions with African leaders, parliamentarians, NGOs and international funders. Through unique positioning within the global community, the International Conservation of Nations has created an ongoing dialogue through which the conservation community shares its best solutions and conservation models at the highest, most influential levels of government; leverages each other's efforts to address conservation challenges; and improves decision makers' understanding of the value of natural capital. It is in this vein, that ICN, also known as International Conservation Caucus Foundation (ICCF), facilitated activities to develop and strengthen the parliamentary conservation caucus in Tanzania, working with current caucus members and other national leaders, to recruit new caucus members and to widen the overall collaboration of supporting partners from the private sector and NGO community, who will provide the guidance and the expertise needed to develop appropriate and timely legislation and government policies. During this successful event, entitled "Tanzanian Wildlife Summit to Stop Wildlife Crime and Advance Wildlife Conservation: A Call to Action," a set of action items for combating wildlife crime in Tanzania was developed. Since that time, ICCF continues to collaborate with the Government of Tanzania to implement these actions.

To further capitalize the success of the national conference, ICCF organized and hosted a series of follow-on meetings culminating in a regional conference in Arusha, Tanzania. The event entitled, "The Regional Conference to Stop Wildlife Crime and Advance Wildlife Conservation: A Call to Action" was hosted in collaboration with the Tanzanian Ministry of Natural Resources and Tourism, convened seven countries from around the region (Burundi, Kenya, Mozambique, Rwanda, Tanzania, Uganda, and Zambia), and established a set of key recommendations for regional and trans-boundary collaboration to eliminate illegal wildlife poaching and trafficking to include 1) the formation of several national Inter-Ministerial Task Forces that tackle poaching and illegal trafficking of wildlife and other natural resources within each country, and which communicate and collaborate across borders; 2) the formation of a regional Joint Task Force between Tanzania, Kenya, and Mozambique to reduce and eradicate the transit of illicit wildlife, timber, fish, and other natural resources through their borders and ports destined for overseas markets; 3) and the formation of new multilateral and bilateral agreements on coordinated conservation and management of shared ecosystems and wildlife, the strengthening and harmonization of policies and penalties around the region for wildlife and environmental crimes, sharing of intelligence and other existing resources for law enforcement, the synchronization of public awareness campaigns, and collaboration on sustainable tourism and shared ecosystem and wildlife management.

These complementary recommendations reinforce the concluding results of the several components of the entire GEF MSP.

IUCN Elephant summit

The MSP provided funding to the African Elephant Summit in Gaborone, Botswana on Dec 2-4, 2013. The Summit was organized by the Government of Botswana and IUCN, and attended by 25 African and 5 other states and several NGOs. Participation from other regions---relevant for illegal ivory trade as transit or destination countries---included China, Malaysia, the Philippines, Thailand, and Vietnam. The President of Botswana and the Vice President of Zambia attended the meeting and expressed strong commitment to addressing poaching and trafficking of ivory. A presentation was made by Magda Lovei on how the World Bank can help combat poaching and illegal trade of African wildlife. The World Bank's approach to this issue is 1) Conducting studies on the basis of which policy advice is provided to countries, investing in conservation (the World Bank is the largest financier of biodiversity conservation in Africa), mainstreaming biodiversity protection by integrating it into investments in other sectors and strengthening partnerships through ICCWC.

International Conference on Illegal Exploitation and Illicit Trade in Wild Flora and Fauna in Africa: Brazzaville Declaration

The MSP provided funding for the Brazzaville Conference (April 27-29, 2015). Benoit Bosquet, Practice Manager delivered a presentation on behalf of the World Bank. The Conference brought together government leaders, International funders and NGOs to discuss how to advance the issues of illegal wildlife trade. Case studies from various countries were presented. Recommendations for the Declaration and the African Strategy document included accounting for wildlife assets, improving the capacity of agencies from the political crime scene to the court house, diagnose the weaknesses through the application of the ICCWC toolkit, ensure that indigenous people and local communities participate and benefit from increased wildlife, collaborating across sectors, using Payment for Ecosystem services, reducing of conflicts of competing land uses and working on the supply as well as demand side of the issue.

2.2 Alliance with Anti-money Laundering and other constituencies

Anti-Money Laundering Training Module in Collaboration with CITES and UNODC

The MSP funded an anti-money laundering training module for CITES and UNODC. In partnership with CITES and UNODC, the World Bank has been working on the development of a training module to increase capacity of several major stakeholders involved in combatting wildlife crime. The training module will be used amongst criminal justice stakeholders to include law enforcement agencies, judiciaries, prosecutorial staff, banking institutions, and other major actors to utilize certain tools and resources to gather evidence and follow criminal activity through financial flows. This also ensures the collection of concrete evidence to present a well-developed case in the criminal justice system. Through this collaboration process, several resources will be available to African elephant range states in different formats to include on-line training, mock case scenarios, and other such resources for available reference regarding laws, rules, and regulations surrounding

financial institutions to creatively address wildlife crime issues and successfully prosecute offending perpetrators.

A literature review on wildlife crime has been conducted and information (cases, best practices, issues and challenges faced) from law enforcement authorities and Financial Intelligence Unit (FIUs) has been gathered. Missions have been completed in Kenya, Tanzania and Malawi and discussions with Australia, United States, New Zealand, Thailand and Indonesia are underway. The program has learned from stakeholders in origin, transit and destination countries about developing financial investigations in wildlife crime cases. The first draft of modules that incorporates the information obtained from countries has been prepared.

Additionally, a real-life case in Kenya has been identified where the authorities used financial information to dismantle a criminal network. The formal request to Kenyan authorities to have access to the case documentation and exhibits is in progress. The information obtained will be used as a basis for the course. A four day training workshop structure has been prepared which includes the agenda for the workshop and the real life case story narrative.

2.3 Alliances with scientific institutions to improve DNA testing of seized ivory samples as well as isotope testing

DNA Forensic Analysis

The MSP support DNA forensic analysis. An expert African elephant DNA forensic analyst at the University of Washington has been testing and genetically assigning elephant ivory DNA results throughout the entire African continent for the past 15 years. This expert has trained and collaborated with several wildlife law enforcement officers, customs officials, and various other relevant government agencies with the United States and internationally. As a result of these long-term relationships, access to DNA samples from several elephant ivory seizures by various government agencies throughout Asia, the Middle East, and Africa, resulted in the successful testing and genetic mapping of many ivory seizures over the past 10 years. Recent reports have revealed prominent trends and themes surrounding these seizures and elephant ivory origins.

To further expand this work, the MSP supported DNA analysis of several large seizures. As mentioned, the DNA assignments in this study suggests several consistent patterns. First, tusks from 21 of the 24 large seizures were assigned to relatively localized areas indicating that ivory in a given shipment tends to be derived from a sample small number of protected areas. Second, the vast majority of large seizures made over long time spans are derived from a small number of major poaching hotspots. Third, these outlined ivory assignments can detect shifts in poaching concentrations over extended time periods. Fourth, contraband is often shipped from a different country from where it was poached. Fifth, some shipments containing stockpiled ivory can be distinguished from those derived from poaching hotspots based on the relatively wide, variable distribution of the former.

Moreover, the results of this testing have illustrated that the major poaching hotspots in Africa are currently concentrated in as few as two broad locations and that our methods have the required accuracy to locate them. The most direct and immediate approach to significantly reduce further elephant losses in the near future is to preemptively target the

most significant poaching hotspots across Africa with traditional law enforcement intervention. Thus, this DNA assignment of seized contraband clearly offers a powerful law enforcement tool for a variety of forensic applications to include improving the quality of evidence gathered at the crime scene by catching criminals in the act, and increase opportunities for controlled deliveries that can be used to trace contraband to kingpins.

2.4 Alliances with regional networks for training to reduce poaching

International Meetings Facilitated by STOP IVORY

At the UK High Level Summit on Illegal Wildlife Trade in February 2014, African Leaders from elephant range states to include Botswana, Chad, Ethiopia, Gabon, and Tanzania, with support from the UK government, launched the Elephant Protection Initiative (EPI) which formally recognizes that the security and survival of African elephants requires an urgent and collaborative intervention to tackle the poaching crisis and address its causes. This unique African-led initiative focuses on a collaborative approach and unified position to address the common causes of the elephant crisis through support for existing agreements and structures. To provide further support and to facilitate the goals outlined by the EPI, STOP IVORY was created as a platform from which the EPI could operate. The MSP supported the initial work of STOP IVORY.

With the MSP support, STOP IVORY facilitated a high-level dinner event in New York. Throughout the dinner event, a small number of invitees to include Ian Douglas-Hamilton (CEO of Save the Elephants), John Scanlon (Secretary General of CITES), Helen Clark (Administrator of UNDP), Lee White (Secrétaire Exécutif, Parcs Gabon), spoke about the importance of country-led initiatives, such as the EPI. The meeting also sought support for the preparation of GWP.

The success of assembling these major key stakeholders led to the follow-up event organized at the World Parks' Congress in which STOP IVORY facilitated a workshop with additional important stakeholders from African elephant range states. Several directors of wildlife and national parks were invited and, in total, 28 people, representing nine African elephant range states and eight NGOs, attended and participated in the workshop. Moreover, the World Parks Congress served as a platform to meet with different client countries to discuss the Africa Wildlife for Development Program and identify potential national and regional issues with Malawi, Chad, Ethiopia, Gabon, Zambia, and the Republic of Congo. Key themes included the need to tackle the wildlife trade and improve prosecution for wildlife crime, work with communities on human-wildlife conflict issues, and community livelihood improvement to gain support for conservation as well as the need for the support of core protection activities within protected areas. STOP IVORY also supported the preparation of several child projects that later on submitted their endorsement letters to be part of GWP (Gabon, Kenya, Zambia, Malawi, Congo, Cameron and Tanzania).

2.5 Additional partnerships and pilot interventions to be identified

GWP Program Development and Implementation

The MSP supported the consultation process and all the technical work to design a new partnership “the Global Wildlife Program” (GWP) with the GEF, UNDP and other GEF agencies and governments. The GWP included ten initial countries -Botswana, Cameroon, Ethiopia, Gabon, India, Indonesia, Mozambique, Republic of Congo, Tanzania, and Zambia that were approved in June 2015 by the GEF council for a total of USD \$ 90 million GEF funding, which leverages \$513 million in co-financing. Nine additional countries were added to a resubmission of the PFD and was approved on June, 2016. The coordinating grant for US\$7 million has received the CEO endorsement. This coordinating project will bring knowledge across these projects and monitor outcomes at the program level.

With the MSP, the following activities have been carried out:

i. Communication & Coordination:

- The GWP has formally established the Program Steering Committee (PSC) in New York in September 2015 and has completed two virtual meetings in March 2016 and June 2016. The PSC plays an important role in ensuring that the child projects align with the Program’s objectives, theory of change, and leverage opportunities to enhance capacity and project quality. Members of the PSC participated and played an active role in the Gland and Nairboi knowledge exchange event held in January 2016. Minutes of all meetings is available in project archives.
- The GWP has engaged with species specialists groups to develop the M& E and share information on the program and explore potential collaboration opportunities;
- The World Bank organized a donor roundtable to present the TORs for an assessment of funding on combatting illicit trafficking in wildlife, at the CITES SC66 meeting in Geneva. Based on the feedback, it was decided to call the analysis- “*Donor Portfolio Review of International Funding to Tackle IWT*”. The purpose of the analysis is to map the donor space to assess the current state of international funding to tackle illicit trafficking in wildlife. This assessment will create a baseline that the donor community can build upon, which in consultation with recipient countries, can help establish the future state for IWT financing. This strategic effort will help enhance donor collaboration and fill financing gaps for priority geographical/IWT intervention areas. The Bank officially launched the study on February 10, 2016 in a conference call that was attended by 28 donors and has since then, completed an initial analysis of its own portfolio, and conducted individual interviews with key donors to collect and review their portfolios. Upon completion of the data collection and review, the Bank will analyze, enhance, and report on the donor portfolio. Presentations related to this analysis will occur during major international meetings (i.e. United National Environment Assembly in Nairobi, the CITES COP 17, and Vietnam IWT Summit)
- The WBG is leveraging Program/national project reports, data, and analytical information (i.e. GIS analysis) to include in communications strategies and tactics. Communications activities will help to publicize the GWP, raise awareness to key IWT issues, and potential solutions. GIS maps have been created for each project site

- within a country along with information on law enforcement tools currently being used. These maps were used by country clients to present information on their projects in Gland, Switzerland.
- WBG has created a [brief web page](#), blogs on combatting illegal wildlife trade and is working with the communications team to develop a long term communication strategy.
 - The GWP team delivered presentations on the program at the UN March 3 meeting in NY and at the Nairobi UNEA meeting in May.
- ii. Monitoring & Evaluation (M&E)
- The World Bank, as the Lead Agency has been in close communication with STAP, who provided technical input to the program. STAP support and advice has been useful in prioritizing KM topics, critical in guiding national project preparation efforts, creating an effective M&E framework, arranging for members of the GWP team to present the Program and interact with a long standing community of practice present at the African Rhino Specialist Group (AfRSG) meeting at Kruger National Park in February 2016 and STAP has provided significant input in developing the agenda for the upcoming conference in Kenya.
 - WBG is currently enhancing the GEF tracking tool to facilitate ease of monitoring of set indicators and outcomes.
- iii. Knowledge Management (KM)
- In order to share lessons learned and best practices, GWP delivered virtual and face to face KM sessions. GWP delivered two-face to face knowledge exchange events in January 2016 that brought together 47 national project partners and technical specialists in Gland, Switzerland and in May 2016 at a WBG led Conference on Engaging Communities in wildlife conservation in Kenya, with the participation of 60 partners.
 - GWP has also delivered 7 virtual knowledge management sessions for national project partners to discuss IWT-related topic and provide a platform of knowledge exchange on topics that are relevant to project proposals and planning such as site based law enforcement monitoring and the role of communities
 - WBG has also created an online repository called “Box”. As of July 20, 2016, over 250 documents have been shared through this folder and access rights have been provided to share knowledge products across stakeholders. Some the country clients regularly comment on these documents and presentations facilitating a dialogue to continue building on relevant topics. Event participants can download required documents and watch videos of the presentations given by selected experts. Over 50 collaborators, mostly from external organizations, have access to the event presentations, reports, and

other background material. Many of the speakers too have uploaded presentations and other knowledge products to this platform, creating an enabling environment for knowledge sharing

iv. Strengthening Partnerships

- The MSP helped initiate discussions with the ICCWC members. On March 2016, the GWP team delivered a presentation to the ICCWC Senior Experts meeting to discuss areas of collaboration. There is one component under the coordinating grant that will improve the capabilities of key partnerships or institutions to provide a leadership platform to enhance the effectiveness of organizations working across the IWT value chain. This will include supporting regional and global partnerships that the national projects can leverage. Specifically, this component will support: (i) ICWCC to increase the effectiveness of environment and natural resource law enforcement (ENRLE) in preventing, detecting, suppressing and recovering from criminal activities; and (ii) other institutions that can improve community benefits and livelihoods.

International Corruption Hunter's Alliance

The core staff of the MSP supported an important international event at the WB: “The International Corruption Hunter’s Alliance (ICHA) conference”. The event was hosted by the World Bank and counted with the participation of President Jim Kim and HRH Prince William (Duke of Cambridge). It brought leaders from across the international community focused on new efforts to speed up law enforcement and good governance, to include natural resources and the environment. During this conference, a newly created task force was announced by HRH Prince William (Duke of Cambridge). This task force was set up to review existing efforts and gaps in legislation and action to make recommendations on how best to eradicate illegal wildlife from the transport chain. Moreover, by the end of 2015, the task force had committed to work with the transport industry to make recommendations for how it can play its part in shutting down wildlife trafficking routes, with the intention that the implementation of the recommendations will lead to a tangible and significant reduction in the illegal wildlife trade.

Additionally, ICHA allotted a session focused on “Stalking Wildlife and Forestry Corruption with Science, Intelligence, and the Rule of Law.” Four presentations focused on the entire supply chain of African elephant poaching and the illicit elephant ivory trade. The first presentation addressed the global and national significance of environment and natural resource crime and the need for law enforcement strategies especially aimed at the pursuit of sustainable outcomes. This highlighted the development justification for improved environmental law enforcement and the need for international cooperation and collaboration. The second presentation focused on new developments and applications of genetics-based forensic analysis of ivory as a tool for understanding illegal ivory supply chains (as mentioned above). The third presentation utilized traditional methods to merge data from multiple sources to analyze supply chains. The final presentation discussed the World Bank-

led assessment of the broad challenge of instituting a viable criminal intelligence architecture (as outlined above) to support efforts against environmental and natural resource crime.

Additional activities:

i) Tourism in Botswana

The MSP commissioned a tourism assessment in Botswana. The Botswana's tourism sector makes a direct contribution to GDP of 3.5% (Tourism Satellite Account, 2011) and is the second largest single sector contributor after diamond mining. The country's next National Development Plan, NDP 11, relies on the tourism sector growing faster than the national average and development priorities require this growth to be sustainable, contributing not only to economic growth but also to the sustainable management of natural resources and to uplifting the livelihoods of Botswana's citizens, particularly those in rural communities. To assess the contribution nature-based tourism (NBT) makes to these development goals the Government of Botswana has commissioned a study "*Review and Analysis to Improve the Evidence Base for Nature-Based Tourism Policy Development*" in Botswana. The study reviews and analyzes the current data available on NBT and recommend how it can be improved. The full report is available in project files.

ii) Presentation of GEF MSP during the African Seminar Series

An African Seminar Series in collaboration with the East-Asian Pacific region and the South Asian Region collaborated to share best practices from Africa and Asia regarding wildlife protection and hosted a Brown Bag lunch. As the recent wildlife poaching crisis in Africa undermines its financial, social, and economic capital while threatening the development of tourism and fueling insecurity and political stability, the Bank recognizes the urgent need to address wildlife poaching and the resulting illicit wildlife products trade as a development issue that deprives countries of assets on which their prosperity depends. As a response, the TTL presented the introductory findings of the several components of the MSP focusing on recent products funded by the project. In this context, the African region proactively addressed global cross-cutting issues facilitating dialogues with other regions who have designed and created different strategies to approach these complex, inter-disciplinary issues. In total, there were four presentations to further illustrate the issues surrounding wildlife crime in each regional area.