



## **Collaborative platform for African nature-based tourism enterprises, conservation areas and local communities ? a response to COVID-19**

### **Part I: Project Information**

#### **GEF ID**

10625

#### **Project Type**

MSP

#### **Type of Trust Fund**

GET

#### **CBIT/NGI**

☐ CBIT

☐ NGI

#### **Project Title**

Collaborative platform for African nature-based tourism enterprises, conservation areas and local communities  
? a response to COVID-19

#### **Countries**

Regional

#### **Agency(ies)**

WWF-US

#### **Other Executing Partner(s):**

WWF-US

#### **Executing Partner Type**

GEF Agency

#### **GEF Focal Area**

Biodiversity

#### **Taxonomy**

Focal Areas, Biodiversity, Protected Areas and Landscapes, Community Based Natural Resource Mngt, Productive Seascapes, Terrestrial Protected Areas, Mainstreaming, Tourism, Influencing models, Convene multi-stakeholder alliances, Strengthen institutional capacity and decision-making, Stakeholders, Beneficiaries, Private Sector, SMEs, Capital providers, Individuals/Entrepreneurs, Financial intermediaries and market facilitators, Type of Engagement, Partnership, Information Dissemination, Consultation, Participation, Communications, Education, Awareness Raising, Civil Society, Non-Governmental Organization, Academia, Community Based Organization, Local Communities, Gender Equality, Gender Mainstreaming, Women groups, Gender-sensitive indicators, Sex-disaggregated indicators, Gender results areas, Access and control over natural resources, Knowledge Generation and Exchange, Access to benefits and services, Participation and leadership, Capacity, Knowledge and Research, Knowledge Generation, Knowledge Exchange, Capacity Development, Targeted Research

**Rio Markers****Climate Change Mitigation**

Climate Change Mitigation 0

**Climate Change Adaptation**

Climate Change Adaptation 0

**Submission Date**

6/22/2020

**Expected Implementation Start**

1/1/2021

**Expected Completion Date**

1/1/2024

**Duration**

36In Months

**Agency Fee(\$)**

171,270.00

**A. FOCAL/NON-FOCAL AREA ELEMENTS**

<b>Objectives/Programs</b>	<b>Focal Area Outcomes</b>	<b>Trust Fund</b>	<b>GEF Amount(\$)</b>	<b>Co-Fin Amount(\$)</b>
BD-1-1	Mainstreaming biodiversity across sectors as well as landscapes and seascapes through biodiversity mainstreaming in priority sectors	GET	1,903,000.00	5,269,281.00
<b>Total Project Cost(\$)</b>			<b>1,903,000.00</b>	<b>5,269,281.00</b>

**B. Project description summary**

**Project Objective**

to facilitate access to COVID-19 crisis funding for nature-based tourism enterprises, conservation areas and beneficiary communities in southern and eastern Africa

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
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Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
Component 1. Data Clearinghouse	Investment	1.1 An online data clearinghouse facilitates access to key information on the social, environmental and economic impacts of COVID-19 on the nature-based tourism sector, and prospective COVID-19 funding resources available to help mitigate these impacts	<p>1.1.1 Rapid assessments and critical analyses of the direct and indirect impacts of COVID-19 on nature-based tourism are conducted</p> <p>1.1.2 COVID-19 emergency relief and stimulus opportunities available to help address impacts on nature-based tourism are profiled</p> <p>1.1.3 An online COVID-19 data clearinghouse (architecture; hardware; software development; data management; data analysis; hosting; online technical support) is designed, developed, populated, hosted and maintained</p>	GET	560,000.00	1,550,603.00

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
Component 2. Facilitating links between funders, and communities and the nature-based tourism sector	Technical Assistance	2.1 Improved communications, cooperation and collaboration between funding institutions/donors/potential donors and nature-based tourism businesses and beneficiary communities leads to the growth and well targeted distribution of COVID-19 emergency relief and stimulus packages	<p>2.1.1 Regular (virtual, and in-person) communications with, and discussions between, COVID-19 financial support organizations and the nature-based tourism sector are organized, hosted and maintained</p> <p>2.1.2 Specialist support to help match COVID-19 funding opportunities to affected tourism enterprises and marginalized rural communities is provided</p> <p>2.1.3 New funding sources to further assist nature-based tourism businesses and associated communities address the impacts of COVID 19 are identified and developed</p>	GET	980,000.00	2,713,555.00
		2.2 Improved integration of tourism and wildlife sustainable future pathways in	2.2.1 Analysis of nature-based tourism and conservation dependencies, and			

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
Component 3. M&E and knowledge management	Technical Assistance	<p>3.1 M&amp;E plan implemented for adaptive management</p> <p>3.2 Knowledge products are developed and shared with relevant stakeholders to contribute to knowledge management</p>	<p>3.1.1 A project-based monitoring and evaluation system - incorporating gender mainstreaming and social safeguards - to gauge the project's contribution to streamlining efforts to mitigate the COVID-19 impacts on the nature-based tourism sector in eastern and southern Africa is maintained</p> <p>3.2.1 Project lessons and COVID-19 analysis KM products, including policy briefs, peer-reviewed and other publications, webinars, dialogues or roundtables sharing the findings</p>	GET	190,000.00	526,097.00
Sub Total (\$)					1,730,000.00	4,790,255.00

**Project Management Cost (PMC)**

GET	173,000.00	479,026.00
<b>Sub Total(\$)</b>	<b>173,000.00</b>	<b>479,026.00</b>
<b>Total Project Cost(\$)</b>	<b>1,903,000.00</b>	<b>5,269,281.00</b>

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

<b>Sources of Co-financing</b>	<b>Name of Co-financier</b>	<b>Type of Co-financing</b>	<b>Investment Mobilized</b>	<b>Amount(\$)</b>
GEF Agency	WWF-US	In-kind	Recurrent expenditures	220,000.00
Donor Agency	UNDP	Grant	Investment mobilized	1,000,000.00
Civil Society Organization	TNC	In-kind	Recurrent expenditures	1,700,000.00
Civil Society Organization	WWF Regional Office for Africa	In-kind	Recurrent expenditures	219,281.00
Civil Society Organization	Maliasili	In-kind	Recurrent expenditures	600,000.00
Civil Society Organization	Luc Hoffman Institute	In-kind	Recurrent expenditures	250,000.00
Civil Society Organization	Resource Africa	In-kind	Recurrent expenditures	250,000.00
Beneficiaries	Regional Centre for Mapping of Resources for Development (RCMRD)	In-kind	Recurrent expenditures	30,000.00
GEF Agency	WWF-US	Grant	Investment mobilized	1,000,000.00
<b>Total Co-Financing(\$)</b>				<b>5,269,281.00</b>

**Describe how any "Investment Mobilized" was identified**

Investment mobilized was identified during PIF stage and confirmed through consultations with project partners during the project development stage. WWF investment mobilized was identified from new support to recovery from COVID-19 impacts on community-driven nature based tourism in conservancies in Namibia, from foundations including BAND Foundation (included under WWF-US investment mobilized grants). UNDP investment support was provided through the Indigenous and Community Conserved Area (ICCA) Project managed by UNDP.

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

<b>Agency</b>	<b>Trust Fund</b>	<b>Country</b>	<b>Focal Area</b>	<b>Programming of Funds</b>	<b>Amount(\$)</b>	<b>Fee(\$)</b>
WWF-US	GET	Regional	Biodiversity	BD Global/Regional Set-Aside	1,903,000	171,270
<b>Total Grant Resources(\$)</b>					<b>1,903,000.00</b>	<b>171,270.00</b>

**E. Non Grant Instrument**

NON-GRANT INSTRUMENT at CEO Endorsement

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Includes Non grant instruments? **No**

Includes reflow to GEF? **No**

F. Project Preparation Grant (PPG)

PPG Required

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PPG Amount (\$)

50,000

PPG Agency Fee (\$)

4,500

Agenc y	Trust Fund	Country	Focal Area	Programming of Funds	Amount(\$)	Fee(\$)
WWF- US	GET	Regional	Biodiversity	BD Global/Regional Set-Aside	50,000	4,500
Total Project Costs(\$)					50,000.00	4,500.00

## Core Indicators

**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	0.00	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)

**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
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**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)
<b>Female</b>	10,000	10,000		
<b>Male</b>	10,000	10,000		
<b>Total</b>	20000	20000	0	0

## Part II. Project Justification

### 1a. Project Description

1a. *Project Description*. Elaborate on:

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

#### *Project Scope*

This Project aims to develop an African-led Platform to connect funders to the communities and small and medium enterprises (SMEs) engaged in nature-based tourism in eastern and southern Africa, and most affected by the loss of revenues due to the COVID-19 crisis. Using a bottom-up approach, the platform will gather data on impacts to communities and SMEs from the COVID-19 crisis, enhance knowledge sharing between relevant actors, facilitate the development of funding proposals from communities, and make these available to relevant donors.

The project will focus on 11 countries in eastern and southern Africa: Botswana, Kenya, Malawi, Mozambique, Namibia, Rwanda, South Africa, Tanzania, Uganda, Zambia, and Zimbabwe. The countries were chosen due to their heavy reliance on nature-based tourism as a source of revenue for conservation. Within these countries, areas which are most dependent on nature-based tourism will be prioritized and defined once project implementation is underway. Key facilitators in this process are a data clearinghouse to host all the data, in-country CBNRM (Community-based natural resource management) networks to connect the platform to communities, global/national tourism networks/associations to conduct outreach to SMEs, donors, NGO supporters, and a platform host to coordinate activities.

#### *Environmental Significance*

Africa supports one-third of the world's biological diversity,<sup>[1]<sup>1</sup></sup> nearly 2,000 Key Biodiversity Areas, and the world's most diverse and abundant large mammal populations.<sup>[2]<sup>2</sup></sup> The countries of eastern and southern Africa alone contain over 2.1 million km<sup>2</sup> of protected area<sup>[3]<sup>3</sup></sup> and seven biodiversity hotspots. Nineteen of the 22 ecoregions present in East Africa meet the threshold established by Aichi target 11 (17% of terrestrial and inland water, and 10% of coastal and marine areas, under protection by 2020), and 85% of endemic species are protected in at least 10% of their range, demonstrating the

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importance of these protected areas in maintaining representation of diverse habitats and species.[4]<sup>4</sup> Despite increasing competition between agricultural expansion and biodiversity objectives in the region, only 2% of strictly protected land in eastern Africa has been converted for human use (a relatively low rate compared to other regions), providing evidence for the effectiveness of eastern Africa's protected area network.[5]<sup>5</sup>

However, maintaining effective management requires sustained funding, a large portion of which comes from tourism. A survey of 145 tour operators (many of which are Africa/safari specialist operators) revealed that wildlife-viewing and related activities drive over 80% of visits to the African continent.[6]<sup>6</sup> Nature-based tourism incentivizes the conservation of these vital ecosystems, landscapes, and species, creating revenue for wildlife authorities, local economies, communities, and national governments.[7]<sup>7</sup> Tourism revenues go towards critical conservation operations, such as poaching reduction, wildlife monitoring, endangered species protection, and often, local community benefit sharing programs. Tourism is particularly essential for protected area agencies in eastern and southern Africa, where 80% of countries ranked the importance of tourism revenue as high, compared to 56% of countries in northern and western Africa.[8]<sup>8</sup> Tourism contributes to around 70% of the Kenya Wildlife Service budget and almost the entire budget of the Zimbabwe Parks and Wildlife Authority.[9]<sup>9</sup>

### *Environmental Problem*

Tourism has been one of the leading economic casualties of the COVID-19 outbreak. Closed borders, grounded flights, and restrictions on movement have hit the nature-based tourism sector across the continent particularly hard, leaving businesses, communities and individuals without incomes. Estimates by the African Union (AU) suggest that the economic impact of COVID-19 on Africa's tourism and travel sector during the first three months of the pandemic may have been as much as USD 50 billion.[10]<sup>10</sup> Over 90% of African safari tour operators surveyed reported a 75% or greater decline in bookings.[11]<sup>11</sup> For many southern and eastern African countries, this means a significant loss of funding for their conservation efforts. The impacts of a decimated nature-based tourism industry will have knock-on effects for rural communities and wildlife conservation efforts across the continent. In eastern and southern Africa, climate change, habitat loss, degradation, fragmentation, poverty, illegal wildlife trade, and other stressors have already stretched conservation budgets thin even before the

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COVID-19 pandemic.[12]<sup>12</sup> As Lindsey et al. (2020) describe, the COVID-19 pandemic “creates a ‘perfect storm’ of reduced funding, lower conservation capacity, and increased threats to wildlife and ecosystems,” which when combined, could ultimately lead to the degazettement of those protected areas most impacted.

#### *Impacts on conservation operations*

Many national parks in eastern and southern Africa, as well as the many private reserves and community-conserved areas have had to close their doors to local and international tourists. Without the funding received from guests, the operations of these conservation areas[13]<sup>13</sup> are seriously compromised. Most southern and eastern African conservation area authorities rely heavily on daily entry fees to finance rangers and help protect habitat and wildlife. Annually, 14 countries in Africa generate an estimated \$142 million from entrance fees for protected areas.[14]<sup>14</sup> For example, tourism fees pay for Namibia’s 600 game wardens and support 90% of Zambia’s wildlife scouts, all hired directly from local communities.[15]<sup>15</sup> None of the conservation area authorities have adequate financial reserves, endowments, or insurance to counteract this massive decline in tourism.

The lack of tourism funds for salaries has led to reductions in ranger numbers[16]<sup>16</sup>, and the frequency of patrols in community and state conservation areas have consequently decreased due to limited resources available following national lockdown measures.[17]<sup>17</sup> In a survey of protected area agencies, nearly 70% of participating eastern and southern African countries ranked the impacts of COVID-19 on protecting endangered species, conducting regular field patrols, monitoring illegal wildlife trade, and handling emergency wildlife incidents as high.[18]<sup>18</sup> The restrictions on travel, especially across provincial/state borders and internationally, may continue for months. Despite this, almost half of agencies across Africa reported that basic operations could only be maintained for up to the three months if current restrictions continued.[19]<sup>19</sup> Even when the restrictions are ultimately lifted, the nature-based tourism sector will need to grapple with continued perceptions of risk by tourists while it endeavors to once again entice the return of visitors to the region. While the prospects for recovery in the nature-based tourism sector in the region are a matter of intense speculation, it is possible, and indeed likely, that it will take years to see a return to levels of economic activity equivalent to 2019.[20]<sup>20</sup>

#### *Loss of local livelihoods*

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The jobs and revenue stemming from nature-based tourism provide livelihoods for millions of rural people and create incentives for protection of local wildlife. Communities, for example, living on the borders of mountain gorilla parks in Uganda, Rwanda and Democratic Republic of Congo, directly receive a portion of park entry fees.[21]<sup>21</sup> With the massive decline in tourism, this revenue source has dried up, leaving many with limited means of earning an income. In Kenya, tourism activity at Maasai Mara conservancies is very low, putting roughly 25% of Kenya's wildlife and the 14,532 households that rely on the conservancies for livelihoods and benefit-sharing in immediate and severe danger.[22]<sup>22</sup> Job losses in, and loss of income from, tourism enterprises have further compounded social hardships stemming from the recent locust infestations in east Africa (e.g. Kenya and Uganda), as well as changes in weather and climate, including flooding in eastern Africa and drought in southern Africa. Conservancies in Namibia often invest in community development projects which can reduce vulnerability of local people to such shocks, but these projects too have reportedly stalled due to lack of funding.[23]<sup>23</sup> Even those with jobs, may still be affected. In a survey of tourism-based businesses in the Great Limpopo Transfrontier Conservation Area & Kavango Zambezi TFCA, 83% said that employees were currently on reduced wages.[24]<sup>24</sup>

In the short-term, marginalized communities living side by side with nature, along with laid off (or furloughed) workers in lodges, safari camps and wildlife reserves, may be left with few alternatives but to now turn to the unregulated and unsustainable extraction of natural resources to sustain life. Multiple studies suggest that rural households often rely on non-timber forest products as an informal safety net to cope with various shocks.[25]<sup>25</sup> [26]<sup>26</sup> As household incomes suffer, wildlife faces the increasing threat of excessive and unregulated reliance on bushmeat and other natural resources for local consumption. Increased poaching activity for subsistence and commercial purposes has been reported in eastern Africa during COVID-19.[27]<sup>27</sup> With further livelihood loss and decreased funding of anti-poaching efforts, poaching could continue to rise. Beyond poaching, experts anticipate a rise in illegal logging, small-scale mining activity, and encroachment into protected areas.[28]<sup>28</sup> There is also a significant risk that some conservation areas may ultimately be converted to agriculture and other conservation-incompatible uses in order to relieve the community and conservation area dependencies on income derived from nature-based tourism.[29]<sup>29</sup>

*Barriers addressed by the project*

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Given the immediate and far ranging impacts of the global COVID-19 pandemic, and the already well documented impacts on nature-based tourism in eastern and southern Africa, an urgent and collaborative solution is key to tackling the challenge, and must take into account a number of barriers.

Barrier 1: Data on COVID-19 impacts at the community level is lacking, and only exists for the best organized areas, or at a higher national level

Some parts of eastern and southern Africa have collated significant amounts of data on the impacts of COVID-19, and presented these data along with funding needs to donors, including the Namibian and Maasai Mara conservancies. However, the majority of communities have not been engaged in such efforts. By working with national CBNRM networks across the region, the project seeks to address this data/capacity gap by conducting outreach to communities that otherwise might be neglected in data collection/funding efforts.

Barrier 2: Marginalised rural communities have a limited understanding of, and access to, COVID-19 funding opportunities

A number of financial relief products are on offer to the nature-based tourism sector, however it is difficult for many to have a clear understanding of what is available, where to apply, and what the terms and eligibility requirements might be. Donor agencies are also not making this work easy, as press releases confuse where the funding is coming from (department, instruments, etc.), where it is going (specific country interventions versus regional or global initiatives), and how it is getting there (loans and grants to governments or to international implementing agencies). Greater transparency and more streamlined processes are urgently needed, and this platform presents an opportunity to do that.

Barrier 3: Poor coordination of COVID-19 funding opportunities amongst donor institutions

While there are funding opportunities becoming available, there is limited communication and seemingly no coordination among the different funding institutions. Funding institutions are largely using existing mechanisms for disbursing funds, and many seek to provide relief funding in areas where they have the greatest investment to date. By casting such a wide net across 11 countries, and gathering baseline financial data on communities/SMEs prior to COVID-19, as well as their current financial needs, the platform will provide easy access to funders to identify where the most pressing needs are.

Barrier 4: Weak alignment of available funding to real needs on the ground

Matching needs on the ground to funding opportunities presents a significant systemic barrier. Donors may not be aware of how best to direct existing funds, including identifying which areas/communities/SMEs have the greatest need. While funds will not flow through the platform, efforts will be made to matchmake between the most appropriate donors and the needs of the various beneficiaries.

Barrier 5: Communities lack the capacity to independently develop funding proposals

Donor proposal requirements can often be very tedious, and communities additionally lack the means to access and submit funding applications. Through the CBNRM networks, various support NGOs, and consultants, the platform will assist communities in proposal development, including developing joint proposals at the national or regional level.

#### Barrier 6: Technological barriers for project beneficiaries

There exists a significant technology barrier through much of eastern and southern Africa, including internet access, appropriate devices, and electricity access, which prevents access to information about funding opportunities. While outreach to SMEs will largely be done electronically, communities will be engaged in person wherever possible (in compliance with national and local government guidelines and following all COVID-19 safety protocols), largely through the national CBNRM networks.

#### *2) the baseline scenario and any associated baseline projects;*

To safeguard the formal and informal rural economies in Africa from lasting damage, and vulnerable households from income and food shortages, funding assistance is providing a lifeline for communities and businesses to survive the impact of COVID-19.

Committed funds respond to two main types of interventions:

- (i) direct assistance and relief to households in need (food, water, health services, etc.); and
- (ii) financial and monetary stimulus support to the economy, mainly led by financial institutions providing concessional financial assistance tools and instruments. For example, fiscal measures like public support for sick pay and health care expenditure are providing social protection to cushion against shocks. Other fiscal transfers help credit-constrained households to smooth consumption where incomes have shrunk. Financial measures, such as liquidity injections, are helping firms stay in business and maintain value chain links.

**African governments** have adopted various measures not only to protect people's livelihoods but also to facilitate business continuity and sustain their economies. In the short term, the bulk of government support will be provided in the form of debt relief for those businesses that have fallen into negative revenue traps as a result of COVID-19. Such measures include guarantee funds, credit programs and fiscal stimulus (such as writing off debts and subsidies via standard tax and duty exemptions and other cost-cutting initiatives).

The wide range of funding assistance identified in southern and eastern Africa contributes to the current recovery efforts, and includes support from multilaterals and bilateral donors, national governments, the tourism sector and conservation community. National support for the tourism sector includes: the Government of Kenya and Tourism Finance Corporation (TFC); South Africa's *Tourism Relief Fund*; and the Government of Botswana's *Wage Support Scheme*.

The various ongoing national, multilateral, bilateral and tourism sector initiatives are further detailed in Annex A (Additional COVID-19 funding assistance).

**Multilateral and bilateral donors** are supporting the current recovery efforts, through grants, the creation of multiple rapid response funds to help relieve the economic and social impact of the

pandemic on countries, provision of health services, technical assistance, and other efforts. These entities include:

- ? The United Nations Development Program (UNDP) COVID-19 recovery and resilience building grants to indigenous and community conserved areas in Africa
- ? The World Bank
- ? The African Development Bank
- ? The African Union (AU)
- ? The African Export-Import Bank
- ? The European Union (EU)
- ? The Agence Française de Développement (AFD)
- ? The United States Government
- ? The International Monetary Fund (IMF)
- ? The UK's Foreign, Commonwealth and Development Office (FCDO), formerly Department for International Development (DfID); and
- ? The United Nations Environment Programme (UNEP)

Certain donors are also focusing in particular on tourism sector relief and fiscal stimulus, in the form of grants, soft loans, and funds, including support to travel and tourism sector employees, SMEs, Wildlife Authorities, community and private conservancies:

- ? The German Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH under the Financial Cooperation implemented by KfW and the German Federal Ministry for Economic Cooperation and Development (BMZ) through GIZ's SADC (South African Development Community) TFCA programme
- ? UK Foreign, Commonwealth and Development Office
- ? The International Finance Corporation (IFC) blended finance platform for biodiversity investment

**Tourism partnerships and enterprises** are also motivated to support COVID-19 relief and recovery in Africa, including through direct economic support to local communities for basic needs, fundraising for wildlife protection, and through efforts to re-center the tourism industry for long-term sustainable and equitable growth. Some examples include:

- ? [Future of Tourism Coalition](#) (Center for Responsible Travel, Destination Stewardship Center, Green Destinations, Sustainable Travel International, Tourism Cares, and the Travel Foundation, with the guidance of the Global Sustainable Tourism Council)
- ? Natural Habitat Adventures, WWF's travel partner, launched a [community relief fund](#) benefitting communities in Kenya, Tanzania, Botswana, and Uganda.
- ? Wilderness Safaris, tour operator and one of Natural Habitat Adventures suppliers, launched a [COVID-19 community and game guard relief initiative](#).

WWF has engagement with the tourism industry, across the supply chain. Important relationships that can be leveraged for this proposed project include:

- ? Adventure Travel Trade Association (<https://www.adventuretravel.biz/>)
- ? World Travel and Tourism Council (<https://wttc.org/>)
- ? African Travel and Trade Association (<https://www.atta.travel/>)
- ? Ctrip/Trip.com
- ? The International Gorilla Conservation Programme (<http://igcp.org/>)

Through such relationships, the Platform will be able to reach tour operators, large and small, camp operators, community associations and cooperatives and other players. The list of the organizations can be found in the Stakeholder Engagement Plan, Annex B to the Project Document.

**Non-governmental and civil society organizations and foundations** working in the conservation/rural community space have mobilized to support COVID-19 relief and recovery efforts. These range from grants to local communities to support water and food distribution, health services, protected area and wildlife habitat management, job creation and other non-economic benefits, to project-level support to increase resilience and well-being of communities and conservancies. Some of the entities involved in these efforts include:

- ? WWF-US, WWF Namibia and the Community Conservation Fund of Namibia (CCFN) and WWF's East Africa Sustainable Investments Program
- ? The Africa Conservation & Communities Tourism Fund (ACCT) (a partnership between The Nature Conservancy (TNC) and ThirdWay Africa)
- ? The Biodiversity and Protected Areas Management (BIOPAMA) programme Rapid Response Grants, managed by International Union for Conservation of Nature (IUCN) on behalf of the Organisation of African, Caribbean and Pacific States and the European Union
- ? The SOS African Wildlife initiative, funded by the European Commission's Directorate General for International Cooperation and Development (DG DEVCO), and administered by IUCN
- ? Fauna and Flora International (FFI)'s Crisis Support Fund

A number of associations and foundations are already advancing important relief measures such as support for community game guard salaries, food and water relief distribution, borehole creation, employment creation, health services and education, distribution of medical supplies, setting up of hand washing stations. These include:

- ? The Maasai Mara Wildlife Conservancy Association in Kenya
- ? The Royal African Safaris' Royal African Foundation
- ? Wilderness Safaris
- ? The African Safari Foundation of South Africa
- ? &Beyond's Africa Foundation
- ? The Natural Selection Foundation's COVID-19 Village Support program
- ? The African Bush Camps Foundation
- ? The Isibindi Foundation's COVID-19 Courage campaign
- ? The Great Plains Foundation's Project Ranger initiative
- ? Other noteworthy COVID-19 relief programs being undertaken by other tourism operators in the region, including Intrepid Safaris, Micato Safaris, Ultimate Safaris, Abercrombie & Kent and Thompson Safaris.

Several **coordination initiatives** are currently underway which seek to contribute to the linkage of tourism, conservation and community COVID-19 information on relief measures and fiscal stimulus packages. These seek to provide data on health, social, and economic impacts of the pandemic, studies on COVID-19 and protected area tourism and impacts, recommendations for governments, the private sector and international community in navigating the social and economic emergency of COVID-19, among others. These include:

- ? The IUCN World Commission on Protected Areas (WCPA) Tourism and Protected Areas Specialist Group (TAPAS)
- ? The African Tourism Board's (ATB) Project Hope Africa
- ? The United Nations World Tourism Organization (UNWTO)
  - ? The [Africa COVID-19 Situation Room](#)
  - ? The Green Growth Knowledge Partnership.

The following are key **project partners and sub-grantees**. They have existing institutional structures, relationships, and coordination capacity to ensure the success of the online platform including data collection, proposal development and matchmaking between donors and beneficiaries.

### 1) World Wildlife Fund ? Regional Office for Africa & US

For nearly 60 years, WWF has worked to help people and nature thrive. As the world's leading conservation organization, WWF works in more than 100 countries. At every level, WWF collaborates with people around the world to develop and deliver innovative solutions that protect communities, wildlife, and the places in which they live.

WWF US has a long history of successful on-the-ground conservation work in Africa, as well as an extensive network of donors and supporters. For example, very early on in the COVID-19 crisis, as communities in Namibia struggled to cope with the crisis, WWF and key partners, working with the Namibian government and civil society, have helped to fill part of the funding void the pandemic has created. The Conservation Relief, Recovery and Resilience Facility (CRRRF) fund, is a coordinated national effort to provide immediate financial relief to Namibian conservancies affected by COVID-19. Initially, the fund's primary aim is to maintain salaries for game guards, help mitigate human-wildlife conflict, and provide financial support to conservancy members who have lost their incomes. The first payments were disbursed in June 2020. WWF has developed partnerships with public sector finance institutions, including the major bilateral and multilateral agencies, to ensure that they prioritize conservation in both policy and in practice. WWF will help coordinate those partners to deliver this project, in particular components 1 and 2. The WWF project manager has extensive experience working on climate adaptation issues in Africa, and will ensure that climate change impacts and adaptation are integrated wherever possible during project implementation.

With a regional office for Africa, based in Kenya, WWF hosts a network of 13 Africa Country Offices. WWF has extensive experience working with communities throughout eastern and southern Africa, including with the selected national CBNRM networks in this project. WWF has been actively supporting local conservation organizations to cope with the COVID-19 crisis in various ways. A number of studies have also been undertaken to assess the impact of the crisis on the tourism-dependent conservation sector and communities. WWF's response to the crisis is based on a three-staged Relief, Recover and Rebuild approach. Thinking beyond the immediate period of crisis, WWF has launched a strategic initiative to develop complementary alternative livelihoods and income models for communities and operators around wildlife and wilderness areas, as a way of rebuilding Africa's conservation network towards a more sustainable and resilient future. An [innovation challenge](#) that will support the incubation and prototyping of models is currently underway. This initiative builds on a large-scale policy-engagement effort, directed towards Governments and Financing Institutions,

towards the redirection of COVID-19 stimulus packages and policies towards a [Green and Just Recovery in Africa](#).

## **2) National CBNRM networks**

There are existing national level CBNRM networks that support and represent community-based conservation efforts in most of the project's target countries. Eastern and southern Africa are well known for their capacities in the realm of community-based conservation and natural resource conservation and management. Over the years a number of national networks have been established, and the Platform Host (WWF Regional Office for Africa) is well connected to these networks, many of which will be enlisted to help provide critical linkages between community beneficiaries and the platform. This includes community conservancies, associations and nature-based tourism umbrella groups at the local level.

The national CBNRM network partners are actively engaged in a variety of responses to the COVID-19 pandemic on behalf of the constituencies they represent or support. These activities vary across different countries and landscapes but have focused on both short- and medium-term needs. To this end, rapid needs assessments have been conducted in a number of countries and communities, which the Platform will be able to draw on. These networks include Ngamiland Council of Non-Governmental Organizations (NCONGO) (Botswana), Kenya Wildlife Conservancies Association (KWCA), Kasungu Wildlife Conservation for Community Development Association (KAWICCDA) (Malawi), Mozambique CBNRM Network (R-GCRN), Namibia Association of CBNRM Support Organisations (NACSO), Resource Africa (South Africa), Zambia - Zambia CBNRM Forum (ZCBNRM) and Zimbabwe - Communal Areas Management Programme for Indigenous Resources Association (CAMPFIRE). Details for each of these project partners can be found in Annex C.

## **3) The Regional Centre for Mapping Resources for Development (RCMRD)**

Established in 1975 under the auspices of the United Nations Economic Commission for Africa (UNECA) and the then Organization of African Unity (OAU), today African Union (AU), RCMRD is an intergovernmental organization that specializes in the provision of geo-information and allied technologies for Sustainable Development in its 20 Member States and other stakeholders in the region and is based in Nairobi. RCMRD responded proactively to the pandemic and is contributing key data by informing COVID-19 response via their [Covid19 Open Data Hub](#) that serves 20 countries in eastern and southern Africa. The information provided is open source and includes demographic data showing populations at risk. The Centre has placed priority on understanding the various communities of practice and how their role as a regional entity can intercede to improve decision making. Thus the Centre acts as a repository of data and resources to enable better and more efficient decision making under the COVID-19 crisis.

Through the various institutions RCMRD partners and engages with, the organization is able to interact intimately with the key stakeholders, resulting in increased impacts of interventions. For example, RCMRD collaborates with community actors who are the prime beneficiary of the services, by interacting directly with local communities and their representatives, carrying out needs/gaps

assessments, mapping actors, and identifying gaps and interacting with various complementing stakeholders.

Such information has proved crucial in informing the targeted efforts of COVID-19 relief measures by Member States and partners.

#### **4) Luc Hoffmann Institute (LHI)**

LHI provided networking impetus and has incubated the idea of the nature-based tourism collaborative platform starting from early months of 2020. To ensure deeper understanding, better grounding across regional and local partners in Africa and to establish the foundations for key actors to come together, LHI invested \$162,000 to conduct a series of reviews, consultations and to provide support for the project. LHI commissioned a rapid review of existing platforms and funding mechanisms conducted by the Biodiversity Team at IIED that resulted in lessons learned from 32 active platforms, and has informed the design of the Platform. LHI has also commissioned development of a data repository of areas of high nature-based tourism in the relevant countries, which is being developed and will be presented in the form of an interactive map by Vizzuality in collaboration with RCMRD. Lastly, LHI have begun development of a methodology for testing the Platform eligibility and registration process mechanisms for SMEs.

#### **5) Maliasili**

Maliasili is a registered charity working through long-term partnerships with a network of leading African community-oriented organizations, focusing on conservation, natural resource management, land tenure and related issues. Maliasili is working with their partners to address the emergency funding needs during the COVID-19 pandemic, in terms of structuring financing deals that provide bridge funding to buffer the losses of tourism revenue to community conservancies. Sharing lessons across their African Conservation Leadership Network (ACLN) leaders through dedicated events, they began gathering insights to COVID-19 impacts and responses at the community level. They particularly focused this in the conservancies surrounding the Maasai Mara National Reserve in Kenya, in collaboration with the Maasai Mara Wildlife Conservancies Association. Maliasili and funding partners, BAND foundation and the Liz Claiborne & Art Ortenberg Foundation, recently launched a \$3 million [fund](#) (the Maasai Landscape Conservation Fund) to accelerate impact across one of Africa's most important conservation landscapes, over the next three years, with the aim to get more money to the best local organizations at the frontlines of African community conservation. It is expected that this will help accelerate learning and impact in the wake of the COVID-19 pandemic.

#### **6) Resource Africa**

Operating in southern Africa and internationally since 1991, Resource Africa (RA) is the Secretariat for the national CBNRM networks, the Community Leaders Network (the CLN), in 8 southern African countries (Namibia, Malawi, Botswana, South Africa, Mozambique, Tanzania, Zambia and Zimbabwe), who are involved in natural resource management and conservation. The mission of RA is to support African rural communities to exercise their rights and improve their wellbeing by promoting greater global, regional and national commitment and action towards policy, market and legal reforms

that secure their rights to own, control and benefit from the sustainable use of natural resources, especially land, wildlife, forests and water. RA is currently involved in COVID-19 response, collecting data and establishing structures to assist these communities. RA (in collaboration with Southern Africa Trust and NACSO) is well positioned - and has been mandated by CLN members - to ensure effective coordination, sharing of lessons and provide institutional support to CLN national members in gathering required information at national and community levels from which both national and regional level emergency and recovery proposals can be prepared. RA has undertaken surveys with selected Community-Based Organizations (three per country) involved in conservation based tourism and analysis in five countries (Botswana, Namibia, Zimbabwe, Zambia and Malawi) to determine the impact of COVID-19 at the local level and identify the most effective emergency and long term measures required to develop more resilient nature based livelihoods.

## **7) Coastal Oceans Research and Development ? Indian Ocean (CORDIO)**

CORDIO East Africa is a non-profit organization focusing on management and policy on coral reefs across the ten countries of eastern and southern Africa since 2000. Registered in Kenya in 2003, the organization works across east and southern Africa, including the countries targeted for the collaborative platform project with exception of Namibia. The network of partners includes local and national individuals and organizations, global conservation organizations, major universities, government institutions and inter-governmental bodies.

CORDIO monitors and conducts research on coral reefs across a broad spectrum of issues including climate change impacts, resilience, fisheries, community based management and endangered species protection, to bring knowledge into management and policy from local through national to regional levels. At local levels, the organization works closely with community groups, protected area managers and resource managers and offers the project experience, relationships and contextual understanding to link discussions and learning with marine and coastal Covid-19 -impacted nature-based tourism enterprises.

CORDIO's experience with community dependence on coral reef fisheries and their vulnerability to shocks (e.g. climate change) is relevant to tourism-vulnerability to COVID-19, and from coral reefs to mangroves and other critical marine and coastal ecosystems.

## **8) The Nature Conservancy**

The Nature Conservancy is a global environmental nonprofit founded in the United States in 1951. The Nature Conservancy's conservation investing division, NatureVest, creates and transacts investable deals that deliver conservation results and financial returns for investors. The Africa Conservation & Communities Tourism Fund (ACCT), a partnership between The Nature Conservancy and ThirdWay Africa, is developing a 7-year impact investment fund targeting a minimum first close of \$20M and maximum fund size of \$100M. The ACCT Fund will provide select conservation tourism companies with financing to help maintain operations and livelihoods during the COVID-19 downturn, continue payment of concession fees to conservation areas, better position tourism assets to deliver conservation and social outcomes, and improve future resilience of these companies to economic shocks. As the Fund's co-General Partner and Conservation Advisor, TNC will develop and monitor a suite of

conservation and social covenants, directly linking loans to measurable conservation and community outcomes. Loan terms to tourism operators will be designed to be flexible to help navigate a protracted economic downturn and mitigate repayment risk.

## **9) International Institute for Environment and Development**

IIED is producing knowledge products such as [case studies](#), [policy briefs](#), [webinars](#), [reports on the impacts of COVID-19](#) and recovery strategies. Through these, IIED plays an important role in supporting the evidence base, providing accessible information, opening dialogue and ideas to help transform policy and practice through action research with local actors and partners and by developing practical solutions that support pro-poor governance and empower those most often excluded.

## **10) Vizzuality**

Vizzuality is a science and technology company focused on data visualization, web-GIS and tool development, and committed to working on projects related to conservation, the environment and sustainable development. Vizzuality has been involved in COVID-19 related projects since the pandemic began to emerge. For example, [insight2impact](#) & [FinMark Trust](#) are tracking the impact of Covid-19 on people's lives in Africa through the [Covid 19 tracker designed and built by Vizzuality](#). The objective of the website is to show the numbers that the I2I facility of FMT's data team is compiling through their mobile COVID tracking survey to monitor COVID-19 in different countries across the African continent.

*3) the proposed alternative scenario with a brief description of expected outcomes and components of the project;*

*The project objective is ?To facilitate access to COVID-19 crisis funding for nature-based tourism enterprises, conservation areas and beneficiary communities in southern and eastern Africa?.*

The project will contribute to a facilitated transition through the COVID-19 pandemic for the nature-based tourism sector in southern and eastern Africa, supporting short-term stability while building enhanced capacity for reimagining the role of this industry for conservation and communities in the longer-term. The project will create an independent collaborative platform, where resources and tools are centralized, to facilitate and streamline ongoing communication at all levels in the linking of COVID-19 financial relief and stimulus products with local nature-based tourism enterprises and women and men in beneficiary communities impacted by the spread of COVID-19. The requested GEF finance is expected to catalyze additional contributions to the collaborative platform. Project outputs will be delivered through sub-grants to African-based partners.

This project will benefit from targeted data gathering, consensus-building and the inclusive co-production of strategies and plans, ensuring equitable benefits to women and men. An African-led community of practice with a united voice stands a far greater chance of elevating this issue in the global agenda, amongst the many competing and related demands of health and unemployment, and the platform will strive to achieve this through strong local leadership and thorough documentation of all actions.

Focal geographies: Botswana, Kenya, Malawi, Mozambique, Namibia, Rwanda, South Africa, Tanzania, Uganda, Zambia, and Zimbabwe.

The project theory of change is as follows:

If rapid assessments are completed to understand the economic, social and environmental impacts from COVID-19 on nature-based tourism small and medium-sized enterprises (SMEs) and local communities, and if COVID-19 relief and stimulus opportunities are profiled, and if an online COVID-19 data clearinghouse platform is developed with this information, then platform supporters (financial institutions, donors, governments, etc.) will have better understanding on where the impacts have been felt most by SMEs and local communities in the project's targeted countries. It will also provide information to platform beneficiaries (communities and SMEs) on funds available to them for relief, recovery and mitigation needs (Outcome 1.1.). If the most impacted communities can be identified and engaged by existing national CBNRM networks to participate with the platform, then those beneficiaries who may typically lack access or capacity to pursue funding opportunities, will stand to benefit from potential funding opportunities on the platform. CBNRM networks will benefit from capacity building via engagement with the platform, and will be in a better position to access in-country, regional and global COVID-19 response funding mechanisms. Additionally, if the project provides specialized matchmaking services which increase the capacity among communities and SMEs to apply for and secure funding, then donors will make informed decisions based on needs of beneficiaries and COVID-19 emergency relief funds will effectively reach those beneficiaries most in need.

Furthermore, if stakeholder roundtables, dialogues and events are hosted and organized by the project, then there will be increased collaboration among funding institutions/donors/potential donors and targeted communities and SMEs (Outcome 2.1). This will increase understanding of the need for relief funding as well as the benefits of stimulus/investment in communities and SMEs. In concert with this approach, if the project identifies and develops new funding sources to further support targeted communities and SMEs impacted by COVID-19, then there will be growth in COVID-19 funding that goes beyond the existing funds identified in the data platform.

If a case for investments in nature-based tourism and conservation is developed and promoted to be part of government and financial institution economic relief and stimulus packages, and if engagement with existing intergovernmental policy processes (including the African Union (AU) and the African Ministerial Conference on the Environment (AMCEN)) further supports stimulus/investment packages for nature-based tourism, then government and financial institutions will be encouraged to plan and invest in the integration and sustainability of tourism, wildlife conservation and economic development of the region. This will then lead to improved integration of tourism and wildlife sustainable future

pathways in investment decisions by governments and finance institutions (Outcome 2.2), so nature-based economies like tourism can become more resilient in the long-term.

If COVID-19 emergency relief funds grow and reach those communities and SMEs most in need, the ultimate impact contributed to would be: 1) nature-based tourism SMEs will continue to pay concession/conservation fees and employee salaries that benefit conservation and management of conserved areas, which will result in community beneficiaries maintaining their income from conserved areas and/or maintain their revenues from concession/ conservation fees; and 2) community beneficiaries will receive enough funds to maintain stability for the short-term, which will avoid a turn to exploitative or unsustainable practices to meet their livelihood or economic needs. This will reduce unsustainable practices, like unsustainable agriculture, poaching, encroachment of natural or conservation areas, etc. in these targeted areas. For the longer-term, the improved integration of tourism and wildlife sustainable future pathways in investment decisions by Governments and Finance Institutions will contribute to the higher level goal of creating more resilience in nature-based economies, such as tourism further reducing unsustainable behaviors for the longer-term.

If, ultimately, the threats are reduced, then the wildlife and habitat important to tourism in the countries that are beneficiaries of this project (Botswana, Kenya, Malawi, Mozambique, Namibia, Rwanda, South Africa, Tanzania, Uganda, Zambia, and Zimbabwe) will be better conserved, which will improve the livelihood security and economic resilience of communities who rely on both the ecosystem services and tourism potential that stems from protecting these wild species and places.

Overall, if the platform is grounded in comprehensive bottom-up data collection and trusted national CBNRM networks, and if this data informs the development of the platform as a neutral and accessible meeting place to ?matchmake,? share information, gain visibility among supporters and beneficiaries, generate resources, and monitor progress, then the platform can help create a strong and cohesive voice for those in the nature-based tourism sector most affected by the impacts of COVID-19 and play a role in ensuring the equitable distribution of crisis funding to those communities and SMEs in the nature-based tourism sector most affected by the impacts of COVID-19.

If the platform draws together experts and networks, hosts discussions, captures lessons and creates a virtual space for the consolidation of critical data on tourism trends, responses and needs in the wake of the COVID-19 outbreak, then this information can also be used to support policy dialogues through established intergovernmental processes in Africa to improve the integration of tourism and wildlife sustainable future pathways. If the project employs an adaptive management strategy to check progress against the theory of change and course correct as information becomes available, and if this monitoring and evidence gathered is used to ensure that the intervention is having flow-on effects for the beneficiaries and the wildlife they help to conserve, the platform will help to generate a shared understanding of how the future of nature-based tourism could be redesigned down the line, including consideration of long-term trade-offs and the need for greater diversification to deliver more resilient livelihood opportunities in the future.

Figure 1. High level theory of change (Detailed theory of change diagram in Annex E)

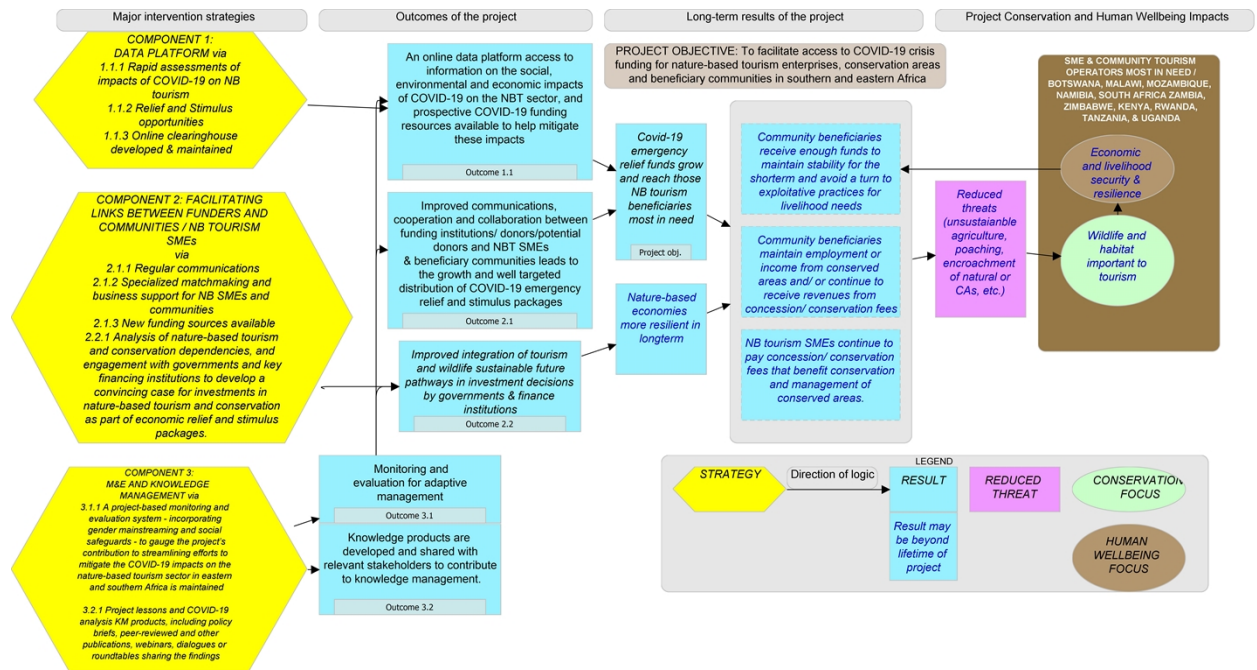
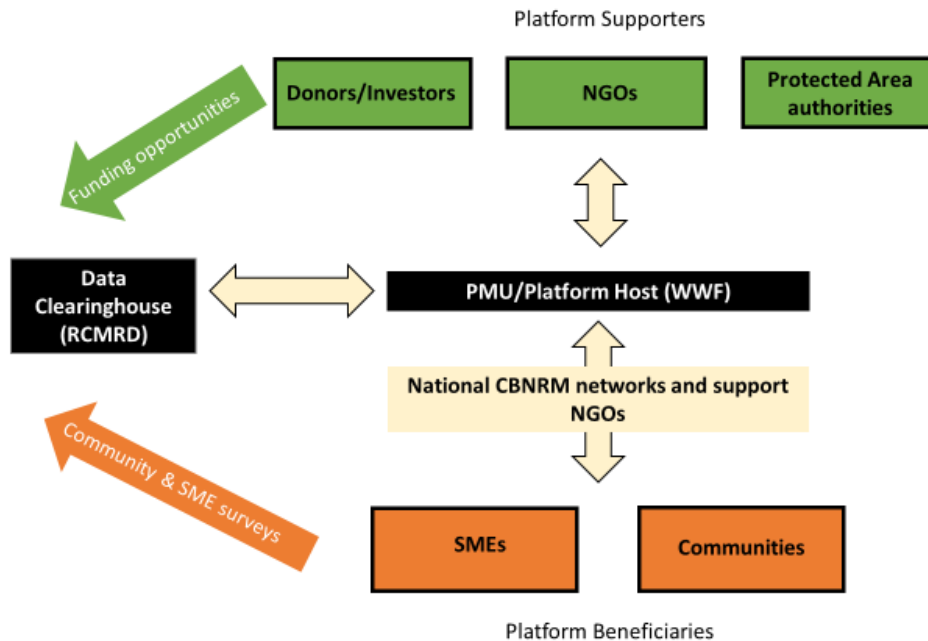


Figure 2. Schematic of platform and key project partners



The schematic above (Figure 2) shows the platform supporters, beneficiaries and facilitators and their interactions with the PMU, platform host and data clearinghouse. The project components, outcomes, outputs and summary of activities are presented below, with linkages between components identified.

WWF US will serve as the Project Management Unit (PMU) across all 3 components.

Over the 3-year project, the project objective, to facilitate access to COVID-19 crisis funding for nature-based tourism enterprises, conservation areas and beneficiary communities in southern and eastern Africa, will be achieved through the implementation of the following interconnected components, outcomes and outputs:

### Component 1 (Data clearinghouse)

Under Component 1, data on the nature-based tourism sector across the region, as well as the impacts of and responses to COVID-19 (including funding opportunities), will be collected and housed in a centralized online data platform. The data will be gathered using two primary methods, collating existing metadata on tourism sources and revenue across the region, and collecting data directly from communities and small and medium enterprises (SME?s) engaged in the nature-based tourism sector. The information collected under Component 1 will inform the matchmaking between donors and beneficiaries in Component 2, and the online platform will serve as the repository for all the data

collected during the project.

**Outcome 1.1:** *An online data clearing house facilitates access to key information on the social, environmental and economic impacts of COVID-19 on the nature-based tourism sector, and prospective COVID-19 funding resources available to help mitigate these impacts.*

**Output 1.1.1:** Rapid assessments and critical analyses of the direct and indirect impacts of COVID-19 on nature-based tourism are conducted.

Assessments will be conducted via two primary methods, metadata research and surveys:

1) Through a sub-grant to Vizzuality, the project will collate and review existing metadata on tourism sources and revenue in the region prior to COVID-19, as well as data on the impacts of COVID-19 to nature-based tourism across the region. The data research and analysis will be conducted by Vizzuality, who will provide data science expertise to help identify areas of highest conservation priority and tourism revenues across the 11 countries of interest (Annex F: Screenshot of prototype mapping tool). The data will be validated by the CBNRM networks and other partners. Due to the large number of potential beneficiaries within each country, this exercise will help to determine where outreach efforts from the project will focus, including areas that were most dependent on nature-based tourism prior to the COVID-19 crisis. The ESRI-based data viewer will include datasets on key species' distribution ranges, key conservation landscapes, protected areas, tourism itineraries, and tourism accommodation.

2) The project will conduct surveys to further quantify and qualify the specific impacts of COVID-19 on women and men in local communities and SMEs, using a bottom-up approach. This will include gathering baseline information (identification, geographic area, land tenure, conservation contribution, ownership, employment, sources of revenue, financial information, etc. - sex-disaggregated where appropriate) as well as information on the impacts of COVID-19 (existing measures, current support, support needed by women and men, financial gap, etc.). The surveys will be administered via two methods, outreach to communities via CBNRM networks, and online surveys for SMEs. Data will also be collected from protected area authorities, helping to quantify the funding gap due to loss of tourism income.

a) Data collection from communities will be conducted using surveys administered by existing national level CBNRM networks that support and represent community-based conservation efforts in most of the 11 countries. Eastern and southern Africa are well known for their capacities in the realm of community-based conservation and natural resource conservation and management. Over the years a number of national networks have been established, and they will be enlisted in this project to help provide critical linkages between community beneficiaries and the platform. In output 1.1.1, a majority of GEF funds will be focused on community members, who do not have the same technological access as SMEs. The national CBNRM networks will each receive a sub-grant to conduct inclusive data collection, process and verify the data including disaggregation by sex, and upload the data to the platform. Annex G contains a draft version of the community survey. Given the extremely large number of potential beneficiary communities across the 11 countries, a sampled approach will be used to determine which communities will be included in this data collection effort. This will be informed

primarily through discussion with the CBNRM networks and other project partners, as well as using the collated metadata on the highest priority tourism areas.

The following CBNRM networks have been identified in most of the countries, except where indicated:

- (i) The Namibian Association of CBNRM Support Organizations (NACSO)
- (ii) Kenya Wildlife Conservancies Association (KWCA)
- (iii) The Mozambique Community Based Natural Resources Management Network (R-GCRN)
- (iv) Communal Areas Management Programme for Indigenous Resources (CAMPFIRE Association), Zimbabwe
- (v) Kasungu Wildlife Conservation for Community Development Association (KAWICCODA), Malawi (KAWICCODA has committed to working with the Department of National Parks and Wildlife and other local community-based organizations in the seven protected areas of Malawi)
- (vi) Ngamiland Council of Non-Governmental Organizations (NCONGO), Botswana
- (vii) Zambia Community-Based Natural Resource Management Forum (ZCBNRM)
- (viii) Tanzania: To be confirmed. Have consulted with Tanzania Natural Resource Forum (TNRF), and Tanzania National Parks Authority (TANAPA) may be able to play a facilitation role.
- (ix) South Africa: To be confirmed. Could be tackled using a number of in-country NGOs, such as WWF South Africa (WWF SA), Resource Africa, Wilderness Foundation, Wildlands Trust, as well South African National Parks (SANParks).
- (x) Uganda: To be confirmed. Uganda Wildlife Authority (UWA) may be able to play a facilitation role.
- (xi) Rwanda: To be confirmed. African Parks may be able to play a facilitation role.

The sub-grants to the CBNRM networks will be used to collect data from communities through their existing processes and programs, helping the Platform to gain critical bottom-up information on the loss of revenues previously generated through tourism, including related jobs, the leasing of land for conservation, and concession agreements. The CBNRM networks will assist in verifying the accuracy of data collected from their constituents and provide the data to the Regional Centre for Mapping of Resources for Development (RCMRD) for further processing (output 1.1.3).

A small number of regional NGOs will receive grants to assist the CBNRM networks, and potentially fill the void in some regions of those countries without national CBNRM networks, namely Tanzania, Uganda, Rwanda and South Africa. Conversations with Resource Africa (southern Africa), Maliasili (eastern Africa) and Coastal Oceans Research and Development in the Indian Ocean (CORDIO) (western Indian ocean) are ongoing to provide coordination and technical support for data gathering and analysis to the CBNRM networks.

Protected area authorities will also be informed and potentially involved in the data collection process, particularly in countries such as Rwanda, South Africa, Tanzania, and Uganda, which lack national CBNRM networks.

b) Data collection from SMEs will be conducted in 2 steps. Those who meet predefined eligibility criteria will be invited to register on the platform (e.g. engaged in nature-based tourism, demonstrate positive livelihood and conservation impacts at the local level, meet the highest standards of practice

when working with local communities, turnover below a certain level, qualify as a small and medium enterprise, etc.) (Annex H: Draft SME Criteria). The platform staff will verify the eligibility of each registrant, and eligible SMEs will then be invited to provide additional detailed information through an in-depth, online survey (Annex I: Draft SME survey). Outreach to these SMEs will be conducted through national tourism associations, The Africa Conservation & Communities Tourism Fund (ACCT) (a partnership between TNC and ThirdWay Africa), and the IUCN WCPA Tourism and Protected Areas Specialist Group (TAPAS) using existing networks throughout the region (including to 700+ SME contacts established through a previous survey effort).

c) Data will be collected from national protected area authorities where possible. As much of the baseline information is already known for protected areas, and is being collated as part of the project metadata research, data collection will primarily focus on revenues/budget prior to COVID-19, and the existing funding gap as a result of the COVID-19 pandemic.

These data collection efforts will be coordinated by the platform host (WWF ROA), with the data clearinghouse (RCMRD) receiving and processing the data, and the contracting administered by the PMU. The platform host and PMU will serve as technical leads on the contracts, and ensure all deliverables from project partners (CBNRM networks and NGOs) are received. The data will then be processed by the data clearinghouse and uploaded to the online platform (output 1.1.3). Throughout this process, the platform host, data clearinghouse and PMU will all liaise closely with each other. Collectively, these data will be used to help further prioritize key focal areas for the project within each country, and make available to donors crucial data on the impacts of COVID-19 on the nature-based tourism sector, and the subsequent needs of communities, SMEs and protected areas.

**Output 1.1.2:** COVID-19 emergency relief and stimulus opportunities available to help address impacts on nature-based tourism are profiled.

COVID-19 emergency relief and stimulus opportunities will be profiled from a variety of potential supporters, including type and scale of funding, beneficiary selection criteria, and application procedures. A number of conversations have occurred with key financing partners during the project development stage. Existing opportunities are identified in the Baseline Scenario (section 1.5), and will continue to be identified through consultants, project partners, online databases (e.g. [covidcap.com](https://covidcap.com), <https://public.tableau.com/profile/devexdevdata#!/vizhome/COVIDFundingvisualisation/COVID-19funding>), and policy processes, for example the African Conservation COVID-19 Response Plan component of Africa's Green Stimulus Program that is being developed by the African Ministerial Conference on the Environment (AMCEN) Secretariat (Output 2.2.2). The platform host will coordinate activities under this output, and the results will be shared on the online platform.

As the Platform will function as a mechanism to facilitate the flow of resources, it will also provide a critical learning function and facilitate the rapid transfer of critical lessons, insights, and principles for designing effective financing deals and other solutions in real time. A ?lessons lab? facilitated by Maliasili, which will also serve as part of the knowledge management component of this project (detailed in Output 3.2.1), will document the basic design of different venture financing or relief models and arrangements, in collaboration with the key parties involved in those, in order to distill critical design elements, capture innovative models, and analyze emerging practice.

Lastly, with a specific focus on SMEs, TNC will identify relevant emergency relief and stimulus interventions through the Africa Conservation & Communities Tourism Fund (ACCT).

**Output 1.1.3:** An online COVID-19 data clearinghouse (architecture; hardware; software development; data management; data analysis; hosting; online technical support) is designed, developed, populated, hosted and maintained

Output 1.1.3 will be implemented by the RCMRD (the data clearinghouse), based in Nairobi, Kenya. RCMRD will design, develop, populate, host and maintain the open-access online platform that connects beneficiaries (i.e. communities and SMEs) with funders, along with the latest datasets, analytics, and other resources. It is intended that the Platform will be developed using existing web and mobile applications to enable ease of access to the online resources. The use of existing online platforms and successfully demonstrated approaches has been investigated in lieu of developing a new platform from scratch (Annex J: Guidelines and recommendations ? platforms and financial mechanisms). The feasibility of this approach will be further addressed early in project implementation. All assets developed by Vizzuality (Output 1.1.1) will be handed over to RCMRD once Platform development is underway. To ensure this process occurs seamlessly, RCMRD will share their cloud infrastructure with Vizzuality so that they can deploy the applications and data as they are being developed. It is intended that the platform will continue to be maintained and populated with data well beyond the life of this project.

Key functions for RCMRD include:

- (i) create and manage the online platform, including its data, databases, tools and web presence;
- (ii) to receive and curate data from the CBNRM networks, SMEs, and others;
- (iii) to ensure data integrity and reliability;
- (iv) to be the custodian of data and safeguard the provisos of data providers;
- (v) to provide the required software and hardware infrastructure, as well as necessary licenses (e.g. Amazon Web Services to host the application and ArcGIS to host the data);
- (vi) to provide online technical support to partners, in particular the CBNRM networks, on the development and interpretation of geo-spatially based analytics and visualization tools;
- (vii) to organize and manage data, maintain the databases and all website(s) that are developed to implement the Platform; and
- (viii) ensure data sharing and distribution.

The data on eligible beneficiaries gathered in Output 1.1.1 (metadata and surveys) will form the key component of the online platform and will be accessible via various visualization tools and querying mechanisms. In addition to this, there will be gateways (to other linked databases), resources (case studies, good practice guidelines, etc.) and online support (advisory services, expert advice, etc.). The online platform will integrate data from multiple sources in a transparent, publicly accessible manner, and real-time updates will empower communities and SMEs to communicate the most up-to-date information on COVID-19 impacts to the nature-based tourism sector. The national CBNRM networks will continue to serve their role for the duration of the project, facilitating connections between the platform and the communities. The Platform will also host up to date funding opportunities from potential donors, investors and other supporters. All project knowledge products developed will also be

available on the Platform to disseminate project findings to further inform COVID-19 emergency relief and COVID-19 stimulus packages.

**Component 2** (Facilitating links between funders, and communities and the nature-based tourism sector)

While many functions of the Platform will be digital, WWF ROA as the platform host will be responsible for convening, coordinating, and matchmaking between donors and beneficiaries. This is particularly important given the digital divide, and gender differences in access to technology and information; and the need to proactively raise awareness of opportunities, including among women who otherwise might not have access.

Key functions for WWF ROA include:

- (i) Provide and maintain staff to manage the Platform and its activities, working in close tandem with the PMU.
- (ii) Facilitate, catalyze and help to streamline opportunities and dialogue between willing funding agencies, philanthropic donors and investors.
- (iii) Coordinate with in-country facilitators (primarily national CBNRM networks and NGOs) to gather data and funding proposals from communities.
- (iv) Manage communications, including working with partners to build case studies/information briefs/publications, host webinars, policy dialogues and roundtables to share the findings and lessons learned.

**Outcome 2.1:** *Improved communications, cooperation and collaboration between funding institutions/ donors/potential donors and nature-based tourism businesses and beneficiary communities leads to the growth and well targeted distribution of COVID-19 emergency relief and stimulus packages.*

**Output 2.1.1:** Regular (virtual, and in-person) communications with, and discussions between, COVID-19 financial support organizations and the nature-based tourism sector are organized, hosted and maintained.

The emphasis for this will be on fostering creativity and nurturing solutions in order to improve the coordination, speed and efficiencies of directing COVID-19 support to the distressed nature-based tourism sector, as well as identifying longer term financing and investment opportunities.

The platform host will be responsible for convening the various groups of platform beneficiaries and supporters. The beneficiary group will include CBNRM networks along with other community-groups and associates, as well as representatives of SMEs. The supporters group will include donors, investors, NGOs and protected area authorities. The platform host will actively facilitate these groups to support matchmaking and ensure that proposals are suitable for funders and that donor or investment opportunities are known to eligible beneficiaries.

Particular efforts will be made to ensure that communication channels are inclusive and ensure gender-equity in access to information and benefits. The tools for communications and discussions may,

depending on the situational context and to ensure inclusion, range from electronic media (video conferencing, chats) through to in-country face-to-face dialogues, webinars, roundtables and meetings (COVID-19 lockdown conditions allowing), dependent on the idiosyncratic needs of each interest group and recognizing the different needs and status of women and men.

**Output 2.1.2:** Specialist support to help match COVID-19 funding opportunities to affected tourism enterprises and marginalized rural communities is provided.

The matchmaking support will be facilitated by the Platform host. Services may include *inter alia*:

- (i) identifying specific COVID-19 funding/financing opportunities for the nature-based tourism sector;
- (ii) determining the most efficient and effective distribution channels to provide emergency support, with the fewest 'middle men' and measures to prevent corruption;
- (iii) connecting the communities to donors and investors, working through the national CBNRM networks;
- (iv) connecting the SMEs to donors and investors through the various tourism outreach networks;
- (iv) assisting these different partners to articulate their demands and expectations from the funding/financing opportunities; and
- (v) helping to prepare funding applications, business proposals and/or work plans.

In all cases, care will be taken to represent gender differences in needs and priorities and ensure gender equity in publicizing and supporting access to support.

The data collected during Component 1 will be crucial to delivering the 'matchmaking' between funders and recipients envisaged in Output 2.1.2. As in Component 1, this will be facilitated through sub-grants to the national level CBNRM networks to do outreach to target communities and assist with inclusive proposal development with consideration for the needs of women, men and marginalized groups. Due to their increased accessibility, the SMEs meeting specific criteria will be invited to submit donor proposals or investment offerings to the Platform. Collaborative proposals from SMEs, particularly those in partnership with communities, will be prioritized.

A small number of NGOs will receive sub-grants to assist with development of funding proposals for submission to the platform, assist with management capacity of funding recipients, and determine implementation and monitoring capacities. These include Resource Africa (southern Africa), Maliasili (eastern Africa) and CORDIO (western Indian ocean coastal areas not covered by national CBNRM networks). It is also envisaged that two consultants will be recruited to assist with donor outreach and proposal development.

Various donors and multilateral organizations have been consulted during ProDoc development, and conversations are ongoing for the different roles each might play. The platform host will coordinate these activities, including for example, with:

Multilaterals:

- (i) The United Nations Development Program (UNDP) will contribute co-financing in the form of COVID-19 recovery and resilience building grants to indigenous and community conserved areas in

Africa, on-the-ground advice through its GEF small-grants network in the continent, and other assistance through its country offices, regional units and the headquarters.

(ii) The GEF-funded World Bank-led Global Wildlife Program global project has expressed an interest in collaborating with this initiative, including in the areas of knowledge exchange and potentially with donor coordination. The exact priorities, timing, and scope of collaboration will be finalized once the projects are endorsed by the GEF CEO.

(iii) The International Finance Corporation (IFC) is sponsoring the development of a blended finance platform for biodiversity investment. Though the scope of their investments is broader than nature-based tourism, the blended finance platform is keen to be a core stakeholder of this Platform, in particular with regard to private investment in nature-based tourism SMEs, though they are unlikely to look at private investment in community owned and managed operations due to their size. The platform business model is based on development of strategic pipeline enterprises which need to be carefully vetted and assessed for feasibility and returns.

Governments:

(iv) Economic stimulus efforts of governments in eastern and southern Africa.

NGOs:

(v) TNC will receive a sub grant to provide specialist support to SMEs, focusing on assisting them to articulate their expectations, needs and demands, and helping them prepare their applications for philanthropic funding as appropriate. Funding secured will help maintain operations and livelihoods during the COVID-19 downturn, continue payment of concession fees to conservation areas, better position tourism assets to deliver conservation and social outcomes, and improve future resilience of SMEs to economic shocks.

Furthermore, the Platform will coordinate efforts with other associations and foundations already advancing important relief measures (Annex A: Additional COVID-19 funding assistance) enabling equitable benefits for women and men, including support for community game guard salaries, payment of land leases and conservation, concession and traversing fees to local community conserved areas, food and water relief distribution, borehole creation, employment creation, health services and education, distribution of medical supplies, setting up of hand washing stations, etc.

**Output 2.1.3:** New funding sources to further assist nature-based tourism businesses and associated communities address the impacts of COVID 19 are identified and developed.

The platform host will facilitate this output through a number of mechanisms, including:

(i) WWF's new initiative to develop complementary alternative livelihoods and income models for communities and SMEs, including an [innovation challenge](#) that will support the incubation and prototyping of novel ideas

(ii) Lessons emerging from the Lessons Lab facilitated by Malisali

(iii) Working with the ACCT, IFC and others to further investment options and opportunities for SMEs

(iv) Donor/grant funding to leverage commercial funding (blended finance)

(v) Other complementary work and innovative approaches already underway in the region

**Outcome 2.2:** *Improved integration of tourism and wildlife sustainable future pathways in investment decisions by Governments and Finance Institutions.*

**Output 2.2.1:** Analysis of nature-based tourism and conservation dependencies and engagement with governments and key financing institutions to develop a convincing case for investments in nature-based tourism and conservation as part of economic relief and stimulus packages.

This output will be overseen by the platform host, working with the South Africa Department of Environment, Forestry and Fisheries, and a yet to be determined organisation on policy outreach. The project will contribute to the ongoing conversation on the future security of nature-based tourism in Africa, including how to measure its value, the principles that underpin it, and what can be done to future-proof nature-based tourism from unprecedented crises such as COVID-19. It will also look into broadening the current income/benefit streams from conservation beyond the tourism sector alone, as a way of increasing the resilience of communities surrounding conservation areas. This output will include:

- (i) Evaluating social, economic and ecological opportunities provided by wildlife-based land uses (WBLUs) for local communities, governments and the private sector;
- (ii) Engaging with key actors such as AMCEN, national governments and major financing institutions?;
- (iii) Convening and hosting a series of dialogues to summarize, evaluate and develop the business case for investments in nature-based tourism and other nature-based economic ventures.

Potential avenues for engagement with key actors include:

- (i) The Government of South Africa, as South Africa currently holds the chair of both the AMCEN and the African Union (AU) until 2021. This will include assisting with the development of the African Conservation COVID-19 Response Plan component of the Africa's Green Stimulus Program. This plan has three specific elements, namely the deployment of emergency relief funds to support conservation authorities, local communities, civil society and small-scale enterprises as compensation for lost jobs and revenue; the development of a 24-month stimulus package to support the physical and social infrastructure that will support the recovery of the African nature-based tourism sector; and to research longer term measures to improve the resilience of African conservation strategies through the biodiversity economy. Due to the dire situation brought about by the Pandemic, the Bureau requested that the AMCEN Secretariat works together with the African Union (AU) Commission on the phased response and works closely with Member States to identify the conservation areas and communities in need, and to mobilize resources to support the biodiversity and conservation sector. The platform will therefore play a crucial role with all the community-level data being collected, and important links are being formed that can be leveraged by the Platform in garnering political support going forward, including through South Africa's Ministerial Task Team;
- (ii) supporting the working groups established by the IUCN South Africa National Committee, the work of the IUCN Regional Committee on responses to COVID-19, as well as relevant SADC and East African Community (EAC) working groups engaged in COVID-19 recovery strategies, and linking the work of these groups with the platform;
- (iii) coordinating with the UNWTO Agenda for Africa 2030 - Tourism for inclusive growth. This roadmap for African tourism has been updated to reflect key areas of support in the recovery of the sector from the impact of COVID-19, including unlocking growth through investment promotion and public-private partnerships, promoting travel facilitation including enhanced connectivity and tourism visa policies, and advocating for 'Brand Africa';

(iv) working with investors and financial institutions to identify and pilot novel funding opportunities, including possible mechanisms for these, emphasizing approaches that are sustainable and lead to self-sufficiency. Specific targets in this regard include the African Development Bank, World Bank and International Monetary Fund, as well as where appropriate the national banks in target countries (where such stimulus packages are being considered).

In this way, the project will contribute to putting COVID-19 recovery on a path of transformative sustainable development, and the longer-term development (and sustainability) of more resilient models for nature-based tourism and conservation. Managed responsibly, increasing resilience to future shocks, and ensuring gender-equitable benefits, tourism can emerge from the current crisis as an even more important contributor to the Sustainable Development Goals, supporting livelihoods and creating opportunities for millions of women and men around the world.

### **Component 3 (M&E and knowledge management)**

**Outcome 3.1:** M&E plan implemented for adaptive management.

**Output 3.1.1:** A project-based monitoring and evaluation system - incorporating gender mainstreaming and social safeguards - to gauge the project's contribution to streamlining efforts to mitigate the COVID-19 impacts on the nature-based tourism sector in eastern and southern Africa is maintained.

The main monitoring instrument that will be used by the project is the Project Results Framework (RF) and the annual work plan tracking. The project results, corresponding indicators and targets (sex-disaggregated where possible) in the project results framework, and the targets in the annual work plan, will be monitored annually and evaluated periodically during project implementation. The project will, under this output, specifically implement the following M&E suite of activities:

- (i) collect and collate monitoring data (sex-disaggregated where possible) to report on project performance indicators in the project Results Framework (RF);
- (ii) track implementation of project activities in the annual work plans;
- (ii) prepare six-month and yearly Project Progress Reports; including the Project Closeout Report,
- (iii) monitor and report on the implementation of the project's Gender Action Plan (GAP), Stakeholder Engagement Plan and conformance to the project's Environmental and Social Safeguards;
- (iv) prepare and submit quarterly and annual financial progress reports; and
- (v) undertake a project terminal evaluation.

This output will be directly implemented by WWF, through the PMU and platform host, further detailed below.

**Outcome 3.2:** Knowledge products are developed and shared with relevant stakeholders to contribute to knowledge management.

**Output 3.2.1:** Project lessons and COVID-19 analysis knowledge management products, including policy briefs, peer-reviewed and other publications, webinars, dialogues or roundtables sharing the findings.

The main presence of the platform will be through a dedicated project website. This will be the primary means for partners with internet access to interact with the project and project staff. Various URLs have already been identified as possible options. The website will allow partners to register on the platform, and provide access to data collected by the project, funding opportunities, as well as the various knowledge products, including policy briefs, case studies, stories, peer-reviewed publications, webinars (including with GWP project teams), roundtable discussions, social media content, amongst other products. Communications will also include particular attention on reaching marginalized communities, as well as differences between women and men and how gender-equitable outreach can be promoted. This will primarily be facilitated through the national CBNRM networks and partner NGOs, using in-person, radio and SMS communication channels where needed.

A ?Lessons lab? facilitated by Maliasili will be responsible for documenting different models and solutions to the crisis, and creating convening spaces where different actors can share lessons, insights, and generate new ideas to address ongoing challenges in a manner that allows immediate and adaptive responses. It will link key national and local actors working with the Platform, as the key partners and stakeholders in the learning processes. Additionally, the International Institute for Environment and Development (IIED) is a potential partner for this particular output, given their experience in developing digital and print media knowledge products, in particular case studies and policy briefs to develop analytical products derived from lessons learned.

One of the most significant long term impacts of the platform will be to enable sharing of lessons and experience amongst local and national CBNRM implementers throughout Africa, to enhance implementation, diversification and innovation in the post-COVID-19 recovery period as well as in design of future emergency responses.

All platform partners will use their regional and global communication networks to further promote the knowledge management products. Recommendations and solutions will be featured and linked to ongoing and upcoming regional and global events, such as the African Protected Areas Congress and the World Conservation Congress, amongst others, as well as through other relevant programs such as the Global Wildlife Program and Drylands Sustainable Landscapes.

#### *4) alignment with GEF focal area and/or Impact Program strategies;*

The proposed project is funded under the Biodiversity focal area and aims to *?facilitate access to COVID-19 crisis funding for nature-based tourism enterprises, conservation areas and beneficiary communities in southern and eastern Africa.?*

The project's objective contributes to the GEF-7 Biodiversity Focal Area Strategy[31] goal to 'maintain globally significant biodiversity in landscapes and seascapes'. More specifically, the proposed project is aligned to the biodiversity focal area objective 1-1: Mainstream biodiversity across sectors as well as landscapes and seascapes through biodiversity mainstreaming in priority sectors.

Southern and eastern Africa, where the majority of nature-based tourism enterprises in the continent operate, is home to some of the world's most iconic wildlife. These biodiversity-rich countries generate millions of dollars in direct revenue from tourists visiting protected areas which contribute to financing management of PAs and other conservation areas. The impact of the COVID-19 outbreak on tourism has resulted in a significant loss of funding for conservation efforts, with concomitant effects on communities, enterprises, conservation areas and wildlife itself. For those who live by and whose livelihoods come from the wildlife-based economy and NBT, there may be no alternative but to turn to unsustainable extraction of natural resources and even poaching in conservation areas where enforcement and patrolling operations are likely highly compromised as a result of reduced funding. By facilitating access to COVID-19 crisis funding for these rural communities, enterprises and conservation areas involved in the NBT sector, this project seeks to support short-term maintenance of livelihoods and conservation efforts (including maintenance of biodiversity) while the tourism sector recovers in the medium and long term.

Furthermore, this project will assess the direct and indirect impacts of the current COVID-19 pandemic on the NBT sector in the region to better understand needs of on-the-ground actors involved in this line of work. The project will also carry out an analysis of the dependencies between NBT and conservation for the purpose of developing a case for including investments in NBT and conservation as part of economic relief and stimulus packages. The project will engage with donors, financial institutions and policymakers and seek to implement COVID-19 market correction opportunities by mainstreaming biodiversity into the tourism sector ? a major contributor to the global economy as made evident by the current pandemic. This will contribute to the creation of more resilient, sustainable solutions for tourism and nature in the event of future pandemics and help to ensure that the positive impacts of investments, conservation efforts and gains of recent decades are durable.

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

COVID-19 has effectively shut down the nature-based tourism sector in southern and eastern Africa. This puts at risk the wildlife conservation gains achieved through incentives and financing provided by nature-based tourism to conservation and livelihoods over the past decades, as communities have to find other ways to support their livelihoods. A range of foundations, corporate donors, bilateral donors, multilateral donors, national governments, NGOs and large tourism operators are mobilising and disbursing funding for (i) relief to households in need, (ii) economic stimulus, and (iii) direct support to the communities and conservation areas impacted by the loss of income from tourism enterprises. However, COVID-19 funding assistance is not fully coordinated among the donors, is not always

aligned with needs on the ground (or suffers from lack of information from the ground) and tends to be accessed by larger enterprises and better coordinated conservation areas, not the poorly connected and/or weakly resourced communities, tourism operators and conservation areas. GEF financing will assist to overcome these barriers and drive towards more equitable provision of technical and funding assistance, by rapidly assessing and identifying communities and enterprises in need, profiling available finance and support, creating an online data clearinghouse to connect finance and communities/SMEs, with associated human support to connect in remote or non-connected communities, ?matchmaking? to connect needs and finance, and soliciting new funding for the recovery efforts for nature-based tourism and dependent communities. The project will also support an evaluation of the dependency between tourism and nature conservation and assess sustainable pathways forward that are more resilient to crisis events.

*Table 1. Summary of incremental cost reasoning*

Summary of baseline scenario	Summary of GEF scenario	Increment
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Summary of baseline scenario	Summary of GEF scenario	Increment
<ul style="list-style-type: none"> <li>- The shutting of borders, grounding of flights and restriction of movement to contain the spread of the COVID-19 virus has led to the collapse of the nature-based tourism sector in southern and eastern Africa.</li> <li>- This collapse has resulted in significant revenue losses to, and increasing levels of unemployment in, nature-based tourism businesses.</li> <li>- These nature-based tourism businesses ordinarily also create financial incentives to communities to conserve wildlife and their natural habitats, and further generate revenue streams to help cross-subsidise the costs of managing conservation areas. The loss of these financial incentives and revenue streams as a result of the COVID-19 pandemic are in turn leading to further job losses and a reduction in household incomes.</li> <li>- As household incomes suffer, communities increasingly resort to unsustainable levels of natural resource use, and conversion of conservation areas to more productive land uses.</li> <li>- Funding assistance from national governments, donors and financial institutions is already available to help businesses and communities to survive the impact of COVID-19.</li> <li>- These available funds respond to two main types of interventions: (i) direct assistance and relief to households in need (food, water, health services, etc.); and (ii) financial and</li> </ul>	<ul style="list-style-type: none"> <li>- An assessment of the impacts of COVID-19 on nature-based tourism enterprises and local communities helps better define the relief and stimulus needs of each group.</li> <li>- A profiling of the available COVID-19 emergency relief and stimulus packages helps identify prospective financial support to help address the needs in each group, and quantifies the quantum of the gap between what is available and what is needed.</li> <li>- The establishment of a data clearinghouse facilitates access to key data, analyses, resources and tools required to support COVID-19 emergency relief and stimulus responses in the nature-based tourism-community nexus.</li> <li>- The maintenance of ongoing communications and collaborative discussions with the nature-based tourism partners and funding partners fosters creative and innovative approaches that help improve the speed and efficiencies in directing COVID-19 support to the distressed nature-based tourism sector partners.</li> <li>- A facilitated matchmaking service helps connect nature-based tourism partners (tourism business and communities) and support the preparation of funding applications, business proposals and/or work</li> </ul>	<ul style="list-style-type: none"> <li>- An online data clearinghouse facilitates access to: (i) key information on the impacts of COVID-19 on nature-based tourism enterprises and local communities (ii) profiles of COVID-19 emergency relief and stimulus packages; and (iii) additional data, analyses, resources and tools required to guide and support COVID-19 emergency relief and stimulus responses.</li> <li>- Ongoing communications and collaborations with nature-based tourism partners and funding partners leads to (i) improved speed and efficiencies of COVID-19 financial support; (ii) targeted distribution of COVID-19 financial support to communities and low capacity nature-based tourism partners most in need; and (iii) increased funding streams to augment existing COVID-19 financial support.</li> <li>- Development and dissemination of knowledge management products documenting the lessons learnt in mitigating the impacts of COVID-19 on the nature-based tourism sector, and alternative future funding models for conservation and communities.</li> </ul>

*6) global environmental benefits (GEFTF) and/or adaptation benefits (LDCF/SCCF);*

The baseline of donor support and the network of community based conservation and tourism initiatives, coupled with the additional GEF support will secure or leverage resources to support: (i) sustaining the nature-based tourism industry in southern and eastern Africa severely impacted by the loss of income from tourism; (ii) limiting the changes in land use, and unsustainable levels of natural resource use, in conservation areas in southern and eastern Africa; and (iii) maintaining basic living standards (health, services and income) of more than 5,000 households (representing at least 20,000 direct beneficiaries, of whom at least 10,000 of which are female) impacted by the loss of tourism income living in and around protected and other conservation areas in the region. As such, the project will deliver global environmental benefits through contribution to land conservation, protected area conservation, and wildlife protection across southern and eastern Africa.

*and 7) innovativeness, sustainability and potential for scaling up. ?*

**Innovativeness:** The very nature of the project is innovative ?responsive to a crisis and rapidly developed. The project has been developed as a fast-tracked, flexible and effective response to help lessen the severe short-term (2?3 year) economic and social impact of the COVID -19 pandemic on the nature-based tourism sector partners across southern and eastern Africa. The project follows a similar approach to that advocated by the OECD Policy Response to COVID-19. While the concept of a platform to provide data clearing house functions and open access to information is not in and of itself an innovation, the proposed application is novel in its vision of streamlining two-way information flow to more rapidly facilitate links and matchmaking between those with the most pressing needs and those looking to provide financial support in the COVID-19 relief and recovery phases. It is also the intent of the platform to stimulate the maximum amount of creativity and innovation in developing collaborative responses to the impacts of COVID-19 on the sector.

**Sustainability:** To ensure rapid operationalization, the project will use well-established systems and tools for platforms, and interface with ongoing government and local communication networks and efforts, ensuring sustainability beyond the project lifetime as these structures will continue after the proposed project is finished. The proposed project envisions that the sub-national, national and regional partners would be able to build continuing contributions and participation in the platform in their ongoing programs.

Conceptually the project will contribute to efforts to address the 3 R?s - Response, Recovery and Resilience ? for the nature-based tourism sector in southern and eastern Africa. It focuses the GEF investment support on the initial Response and Recovery stages. Although untested as yet, should stakeholders find value in continuing the platform ? or elements of it (such as the data clearinghouse) ? beyond the lifetime of the GEF project, the nature-based tourism industry and funding partners may

consider the feasibility of, and support efforts to, sustaining it as a collaborative mechanism help to address the Resilience stage. A number of stakeholders consulted during project design suggested that the data being collected by the platform, particularly at the community level, would be useful well beyond the COVID-19 crisis. Ongoing user feedback will be solicited throughout the project, including at project meetings, to determine whether there would be value in maintaining the platform beyond the GEF project. If there is consensus to maintain the platform, WWF will undertake a process to identify and hand off the platform to an interested party, potentially including existing partners such as RCMRD, or WWF itself.

It is envisaged that the project will lay a foundation to identify and implement COVID-19 market correction opportunities. By encouraging a re-think of the tourism model, the proposed project will contribute to the creation of more resilient, sustainable solutions for tourism and conservation (including the associated efforts and investments of the last two decades) and improve links among capital and biodiversity conservation, climate, social inclusion and circular economy initiatives.

**Scaling up:** The project had initially been designed to cover the geographic footprint of sub Saharan Africa, but it is anticipated that demand for financial support may rapidly overwhelm the project capacity. In the PIF stage the geographic footprint for the project was contained to the 11 countries in eastern and southern Africa only, and to the highest priority tourism areas within each country. Even this geographic scale may still prove challenging, considering the information emerging daily from the field about the extent and intensity of socio-economic impacts due to the collapse of the nature-based tourism industry. So, the potential for increasing the geographic scale of the footprint is very limited. Equally, the scope of the project, and the range of prospective partners, will already place considerable pressure on the short implementation timeframe for the project, so ? unless additional resources are leveraged during the early stage of implementation ? there is limited scope to scale up the project scope or the range of project partners. It is however possible that other regions may set up similar collaborative platforms (although this is speculative at this stage). If so, the project will freely share lessons learnt, resources and good practices, in order to expedite the establishment of similar platforms.

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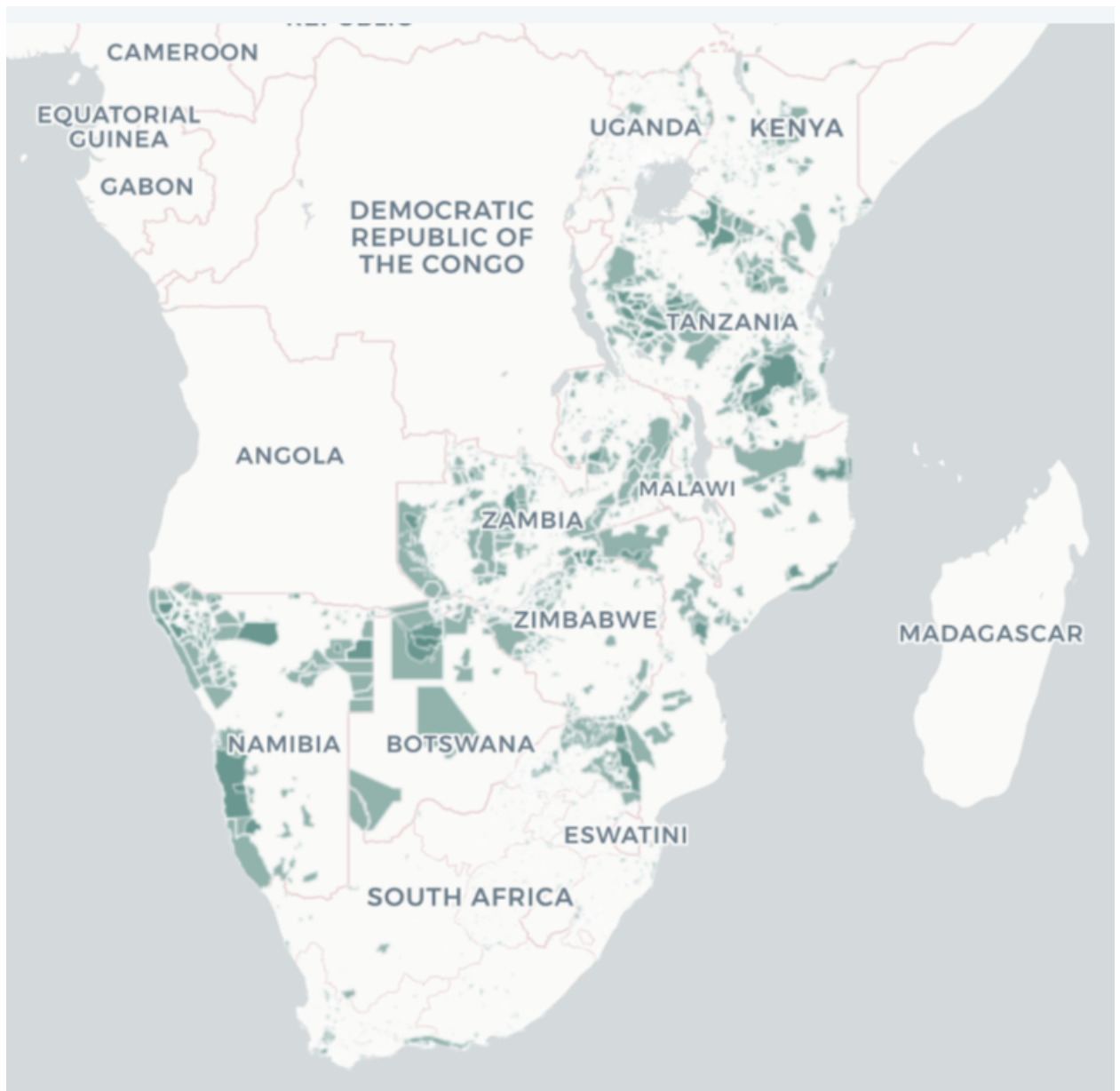
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- [13] Including formal protected areas and any other conserved area under some other form of conservation management
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- [19] Waithaka. *The Impacts of COVID-19 Pandemic*
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## 1b. Project Map and Coordinates

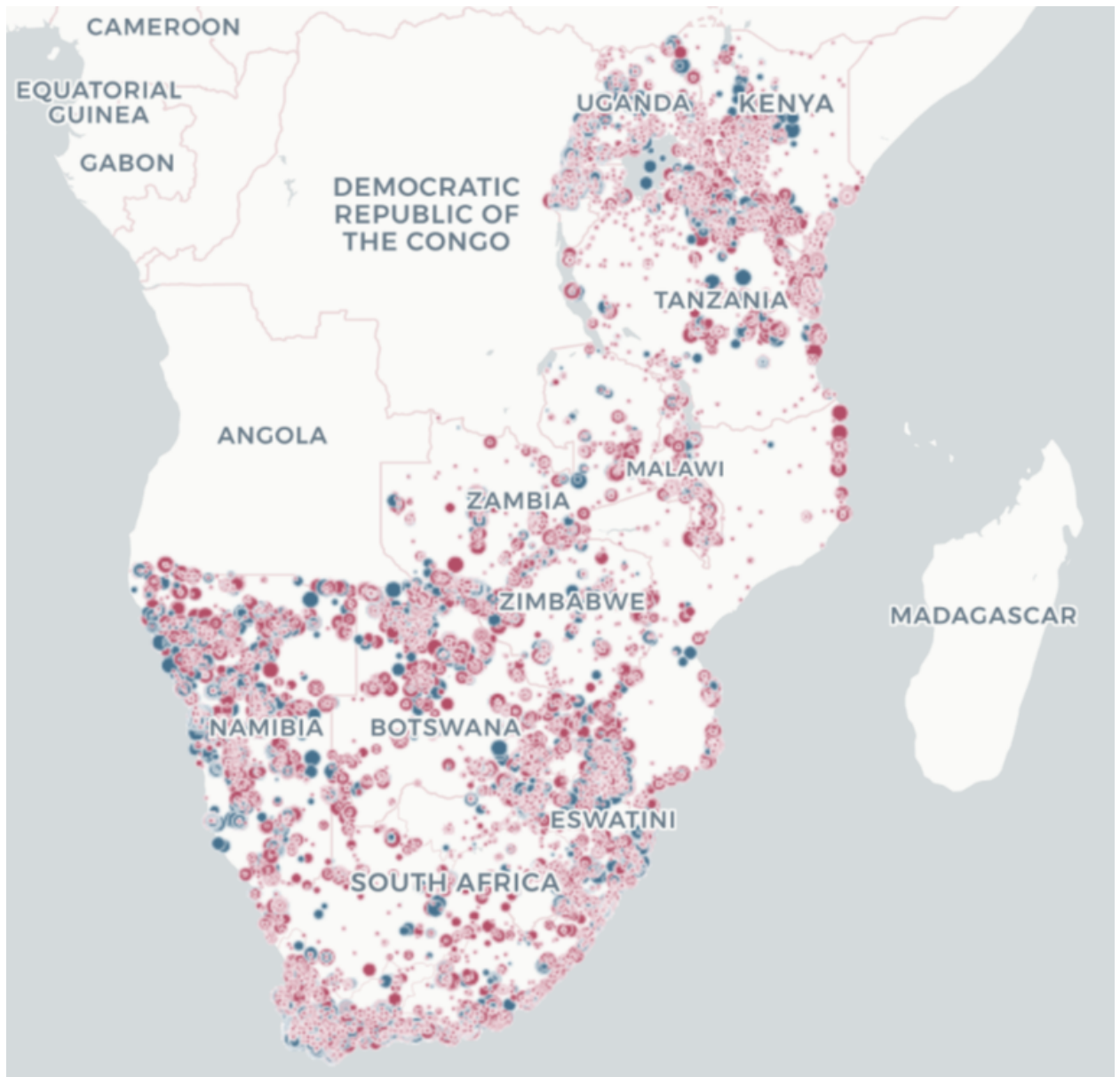
**Please provide geo-referenced information and map where the project interventions will take place.**

The project will take place in 11 countries in eastern and southern Africa: Botswana, Kenya, Malawi, Mozambique, Namibia, Rwanda, South Africa, Tanzania, Uganda, Zambia, and Zimbabwe.

Protected areas across the 11 project countries



Key tourism sites across the 11 project countries (preliminary data from platform prototype viewer)



**1c. Child Project?**

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

**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 Yes**

**If none of the above, please explain why:**

**a) Stakeholder engagement activities (Preparation phase)**

Stakeholder engagement during the project preparation period followed a Stakeholder Engagement Plan (SEP) that was developed per GEF and WWF guidelines (see Annex B). This plan included the stakeholder consultation plan for project design, a summary of the consultation outcomes, and a description of the stakeholder engagement process for the implementation period.

The initial rounds of consultations between late April and May 2020, during PIF development, enabled stakeholders to share their experiences and emerging impacts of the pandemic on the tourism industry, communities and conservation. The consultations shaped the design of this GEF project. Stakeholders agreed that there is an urgent need to connect public health, livelihoods and conservation, and that the platform should be a 'safe' convening space where stakeholders can openly share their opinions. Stakeholder feedback from a large virtual consultation helped to focus the three pillars of the GEF project: 1) A data clearinghouse to facilitate access to key information on impacts of COVID-19 on nature-based tourism sector; 2) Facilitating links between funding institutions and communities/SMEs in the nature-based tourism sector (facilitated by an online platform), and 3) Monitoring, evaluation and knowledge management.

The second round of virtual consultations with stakeholders took place between May and October 2020, during the GEF project preparation phase. Over 200 individual and institutional stakeholders were consulted and feedback was collected on the project design, potential collaboration or alignment. Among the stakeholders consulted were national CBNRM networks in 8 of the 11 countries, UN Agencies (e.g. UNEP, UNDP, World Bank, IFC), international conservation organizations (e.g. African Wildlife Foundation [AWF], FFI, TNC, Maliasili, Resource Africa), research institutions (e.g. African Leadership University, IIED), capital investors (e.g. ThirdWay Africa, Okavango Capital Partners, Conservation Capital) tourism businesses (e.g. Wilderness Holdings, Royal African Safaris), among others. From this diverse group, a smaller cluster of contributors, implementers and donors emerged. From late July onwards, multiple follow-up consultations were organised with this smaller group that has committed their time and resources to the project. The group provided detailed baseline information, helped with the design of the project strategy, the governance arrangements and the design of the proposed activities.

Consultation with the project's main intended beneficiaries, communities and SMEs that are in the nature-based tourism sector, was extremely difficult due to the extent of the project area and travel/meeting restrictions due to COVID-19. However, the perspective and interests of communities were represented to the best extent possible through our extensive consultations with the national CBNRM networks in most of the countries, and through others who work closely with communities (e.g. government ministries and NGOs such as WWF, Resource Africa, CORDIO, and Maliasili). The perspectives and interests of SMEs were represented through consultation with CBNRM networks, a number of tourism companies, and through others who work closely with SMEs (e.g. IUCN WCPA Tourism and Protected Areas Specialist Group, capital investors and NGOs such as TNC and AWF).

The stakeholder consultation activities fell into three categories:

- (i) Online meetings with individual stakeholders at all levels to discuss specific issues, obtain baseline data, review indicator targets, and comments on proposed project activities.
- (ii) Online meetings with staff from related projects and initiatives to obtain baseline information on their status of implementation, timing, budget, potential for inclusion as project co-financing, specific areas of collaboration (related to project outputs), and mechanisms for collaboration.
- (iii) The gender assessment, which builds on consultations on the challenges and needs for gender mainstreaming in southern and eastern Africa undertaken in 2019 with stakeholders in each of the target countries.

*Table 2. Stakeholder Engagement during preparation phase*

Category of stakeholder	Name of stakeholder	Potential Role in the project	Means of Consultation
Representatives of communities and SMES	Women and men in communities, represented by national CBNRM networks (NACSO ? Namibia; KWCA ? Kenya; R-GCRN ? Mozambique; CAMPFIRE ? Zimbabwe; KAWICCODA ? Malawi; NCONGO ? Botswana; ZCBNRM ? Zambia; TNRF ? Tanzania)	Representatives of project beneficiaries. Have a strong interest in supporting livelihoods sustained through nature-based tourism.	Consultations via direct outreach to national CBNRM networks, on behalf of communities
	SMEs, represented by NGOs, IUCN WCPA Tourism and Protected Areas Specialist Group; and tourism enterprises (Ride Botswana, Royal African Safaris, Wilderness Safaris)	Representatives of project beneficiaries. Have a strong interest in business continuity as they provide vital services in the nature-based tourism sector either through communities or in collaboration with them	Consultation via direct outreach to individual companies, NGOs, as well as the IUCN WCPA Tourism and Protected Areas Specialist Group

Category of stakeholder	Name of stakeholder	Potential Role in the project	Means of Consultation
Supporters (donors, investors, NGOs, Government agencies)	South Africa Department of Environment, Forestry and Fisheries; SANParks; Chemonics; KAZA TFCA; German Federal Ministry for Economic Cooperation and Development (BMZ); European Union; FCDO; UNDP; UNEP; Jamma International; MAVA Foundation; TNC/ NatureVest; International Finance Corporation; Conservation International; World Bank; Fauna and Flora International; Frankfurt Zoological Society; Africa Safari Foundation; Resilient Waters; IUCN Save Our Species; Conservation Capital; SystemIQ; Okavango Capital Partners; Peace Parks; African Ministerial Conference on the Environment (AMCEN); Southern African Development Community (SADC), East African Community (EAC); African Wildlife Foundation; Peace Parks Foundation; WWF International/Luc Hoffmann Institute; WWF South Africa; WWF Regional Office of Africa; WWF Namibia; WWF US	Fulfilling a number of roles including feedback on proposed governance and strategy, synergising and streamlining efforts to reach and support beneficiaries (technical, financial, data access etc.), leveraging existing funding/co-finance	Virtual consultations
Project Partners	National CBNRM networks, WWF ROA, Regional Centre for Mapping Resources for Development (RCMRD); IUCN WCPA Tourism and Protected Areas Specialist Group; Maliasili; Coastal Oceans Research and Development in the Indian Ocean (CORDIO); Resource Africa; International Institute for Environment and Development (IIED); and Vizzuality	Fulfilling a set of roles that is key to project implementation including data collection and analysis, platform development, data hosting, facilitating outreach to communities and SMEs, platform management, etc.	Frequent consultations on specific areas of collaboration

Category of stakeholder	Name of stakeholder	Potential Role in the project	Means of Consultation
Other	Other organizations that have participated in consultations, including: African Leadership University; University of Florida; University of Oxford; Blue Ventures	Feedback on proposed strategy	Occasional consultations to keep them informed and request input on specific project activities
Gender	Government, non-government and academic institutions in the target countries, UN Women Office Eastern and Southern Africa Regional Office, International Federation of Red Cross and Red Crescent Societies IFRC, SADC Gender Unit, Economic Community of Central African States (ECCAS) Gender Unit, Intergovernmental Authority on Development Gender Unit (IGAD), Kadale Consultants, Lilongwe Wildlife Trust, Wild Eye Destinations and Photographic, Nambiti Private Game Reserve (South Africa), African Parks and Universidade Eduardo Mondlane in Mozambique.	Provided input on gender assessment and action plan	Virtual consultations and webinars

**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.

**b) Stakeholder engagement (Implementation phase)**

The project seeks to ensure appropriate and consistent involvement of an inclusive range of diverse stakeholders, including women and men in target communities, in every stage of project implementation. The PMU will ensure that the views and inputs of stakeholders will be taken into consideration as early as possible and throughout project implementation.

The consultation processes will be continued throughout the project as required by the nature of the collaborative platform, ensuring steady growing interest of beneficiaries and donors and maintaining

inclusive and diverse representation, including among women and men in target communities. The PMU and project partners will ensure that the information disclosed, the format, language and the methods used to communicate the information will be tailored to each stakeholder group (Table 3). Women and men in local communities and indigenous groups are intended to receive information about the project via appropriate channels chosen to reflect preferences (for example gender differences in access to technology and language), such as the internet, public notices, SMS, social media, as well as national guidelines and traditional mechanisms for consultations, and in person (or virtual in person) through the CBNRM networks.

As noted in the SEP and GAP, there will be activities to socialize the project among potential beneficiaries and donors and collect sex-disaggregated data on experienced losses among women and men in order to assess potential scale of support required and ensure its distribution is gender-equitable.

The stakeholder engagement plan is aligned with the gender analysis and GAP to ensure that views of women and other relevant groups are appropriately considered (see section 2.5: Gender, and Annex B: Stakeholder Engagement Plan).

Due to the ongoing uncertainties from the COVID-19 pandemic, contingency arrangements for all data collection in communities within the focal countries have also been made, including use of remote means for data collection (see detailed information in Annex B: Stakeholder Engagement Plan).

*Table 3. Stakeholders, methods of engagement and proposed activities for implementation*

Stakeholders		Engagement Methods	Activities
<b>Beneficiaries</b>	Women and men in communities	<p>Primary engagement will be through the national CBNRM networks for communities, and SME networks for SMEs.</p> <p>CBNRM networks will collect data from communities (in person where conditions allow)</p>	Data collection (sex-disaggregated where possible), proposal development, capacity building

Stakeholders		Engagement Methods	Activities
	Nature- based tourism SMEs	<p>and assist with proposal development, assisted by regional NGOs.</p> <p>SMEs will be invited to register on the platform through various networks, including in-country tourism associations and the IUCN WCPA Tourism and Protected Areas Specialist Group</p> <p>Additional methods:</p> <p>Workshop, virtual or/and face-to-face meetings, local radio, newspapers, SMS and social media</p>	Data collection and proposal development
Supporters	Donors (Governments, bilateral & multilateral agencies)	Emails, virtual and in person (where possible) meetings, the platform	Sharing data and proposals from communities and SMEs, facilitating matchmaking
	Investors		Sharing data and proposals from communities and SMEs, facilitating matchmaking
	NGOs (International and national)	Emails, virtual and in person (where possible) meetings, the platform	Sharing data and proposals from communities and SMEs, keeping engaged in platform activities
	State Protected Area Authorities	Emails, virtual and in person (where possible) meetings, the platform	Sharing data and proposals from communities and SMEs, keeping engaged in platform activities

Select what role civil society will play in the project:

Consulted only;

Member of Advisory Body; Contractor; Yes

**Co-financier;** Yes

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

**Executor or co-executor;** Yes

**Other (Please explain)**

### **3. Gender Equality and Women's Empowerment**

**Provide the gender analysis or equivalent socio-economic assesment.**

#### **Gender context in the target countries**

Eastern and southern Africa are characterised by varying situations of inequality. Like the majority of the world, patriarchy predominates and thus the inequality results from differential levels of access to natural resources, decision-making and socio-economic benefits and services, with women typically disadvantaged to varying degrees relative to men. In global indices of gender equality, such as the UNDP Gender Equality Index, World Economic Forum Gender Gap Report and the OECD Social Institutions and Gender Index, the target countries that score highest are South Africa and Rwanda. However, although their levels of gender discrimination may be lower they are a long way from achieving full gender equality. Other countries, such as Malawi, Kenya and Tanzania typically score much lower.

The gender inequality is manifested to varying degrees in all countries through unequal access to and control of natural resources, unbalanced participation and decision-making in environmental planning and governance at all levels, and uneven access to socio-economic benefits and services (for more detail, see the Gender Analysis in Annex K). All the target countries now have gender policies in place to address these issues and promote equality of opportunity.

#### **Project-specific gender information and considerations**

The tourism industry is strongly gendered. In Africa the tourism industry comprises 69% female employment, using the accommodation and food services sector as a proxy for the 37 countries from the region that were included in the Global Report on Women in Tourism. Overall women are still more represented in service and clerical level jobs, and less in professional level ones, with only 29% of senior management positions in private transportation, logistics and the tourism section in Africa held by women[1]. The Global Report on Women in Tourism 2010 found that a large amount of unpaid work is being carried out by women in family tourism businesses, and that women make up a much higher proportion of own-account workers in tourism than in other sectors[2].

Given the situation of gender inequality outline, it is not surprising that the implications of the COVID-19 pandemic are strongly gendered and are being felt differently by women and men. Women are overrepresented in low-paid work and in the informal sector, including in tourism. The informal sector is both hardest hit by economic slowdown and has limited social protection in terms of access to social assistance (although some of the target countries have made notable commitments for cash payments to impoverished groups, such as Malawi and South Africa). Mobility restrictions and restrictions on travel have severely reduced the potential for international tourism and led to economic hardship. Social implications of the pandemic in terms of increased care work burden and risk of gender-based violence is also higher for women.

The project will be gender-responsive in aiming to facilitate access to COVID-19 crisis funding for nature-based tourism enterprises, conservation areas and women and men in beneficiary communities in southern and eastern Africa. Whilst the existing structure of SMEs is determined, and thus the data clearinghouse function is relatively gender-neutral, there is particular scope for the community-facing efforts to be made to be gender-sensitive in methods of communication at community level, and to provide particular support to women and marginalised groups to enable their effective access to support measures; and to ensure that knowledge management contributes evidence that raises awareness of gender differences.

### **Project-specific strategies and opportunities for gender mainstreaming and desired impact**

To ensure that the project is gender-responsive, particular strategies and actions will be employed as follows.

1. Provide gender training to project staff so that they are sensitised to gender differences and the need to be gender-sensitive in ensuring access to information on COVID-19 response funding is equitably available to women and men. This will address the identified challenge of poor understanding of gender.
2. Collect sex-disaggregated data to ensure visibility of gender differences and effectively monitor the gender-responsive nature of the intervention. This will address the identified challenge of lack of sex-disaggregated data.
3. Use findings of the gender assessment to actively prioritise funding opportunities to women, who otherwise might remain marginalised due to gender roles that leave them less connected and aware of opportunities.
4. Aim for gender parity in project decision-making fora.
5. Set sex-disaggregated targets for beneficiaries to enable adaptive management of activities to effectively target under-represented groups (e.g. monitoring profiles of those accessing the platform; following up to monitor applications submitted at community level where awareness has been raised among women and men etc.). This will address the identified challenge of lack of sex-disaggregated data and weak accountability mechanisms.

6. Ensure the gendered nature of COVID-19 impacts on nature-based tourism are made available, including to government staff to support implementation of gender policies. This will address the identified challenge of poor policy implementation.

### **Monitoring and evaluation of gender-responsive activities**

The requirements of the WWF Gender Policy and the GEF Policy on Gender Equality are applied from project design, implementation, monitoring and evaluation, and reporting. As such, gender has been mainstreamed into the results framework with outcome-level indicators sex-disaggregated where appropriate. The GAP (Annex L) shows how outputs will be made gender-responsive and provides indicators and targets accordingly. Because the approach has been to mainstream gender into all activities, in many cases additional budget is not required. An exception is the training required for staff to be able to conduct activities in a gender-sensitive manner and ensure equal opportunities for participation and benefits by women ? an activity which underlines entire project implementation.

All activities will be overseen by the PMU. Reflecting the integral nature of the GAP with project implementation, the Project Manager will take responsibility for oversight, supported by the M&E program officer who will lead on data collection, analysis and adaptive management. Progress with the GAP will be reported to the Project Steering Committee and WWF GEF Agency as part of the Project Progress Reports. Additional budget has been allocated to ramp up and support efforts to effectively target women (under output 2.1.2) should annual monitoring (identified under 3.1.2) show that planned attempts are not proving to be sufficient.

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[1] UN World Tourism Organisation. *Global Report on Women in Tourism. Second edition* (2019)

[2] UN World Tourism Organisation and UN Women. *Global Report on Women in Tourism 2010* (2011)

**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 objective is to facilitate access to COVID-19 crisis funding for nature-based tourism enterprises, conservation areas and beneficiary communities in southern and eastern Africa. To achieve this objective, the project will create an independent collaborative platform to centralize resources and tools, facilitate and streamline multi-level communications linking COVID19 financial relief and stimulus products with local nature-based tourism enterprises and local communities impacted by the collapse of tourism as a result of the crisis. Private sector engagement in the project is envisioned at two levels: *platform supporters* (financial institutions, donor agencies, governments, investors, NGOs, and private sector partners from the tourism industry), and *platform beneficiaries* (local communities and small and medium-sized enterprises (SMEs) engaged in the nature-based tourism sector in the most heavily impacted areas in the project's targeted countries). SMEs who meet pre-defined eligibility criteria (Annex H of the Project Document) are able to participate and benefit from the Platform.

Under output 2.1.2, the project will connect communities and SMEs to donors and investors through various methods, including:

- the [Adventure Travel Trade Association](#), which could broaden our outreach and engagement with SMEs.
- TNC, through the Africa Conservation & Communities Tourism Fund (ACCT), will help to identify emergency relief and stimulus interventions for SMEs and provide specialist support to assist in development of funding applications. Secured funds will contribute to operations and livelihoods maintenance through the COVID-19 crisis, facilitate continued payment of concession fees to conservation areas, better position tourism assets to deliver conservation and social outcomes, and improve future resilience of SMEs to economic shocks.
- the International Finance Corporation (IFC) blended finance platform is keen to be a core stakeholder of this project, in particular with regard to private investment in nature-based tourism SMEs.
- through the Private Sector Engagement team at WWF US there is potential to reach out to the private sector and their foundations for philanthropic giving, in particular to community beneficiaries.

## 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):**

*Table 4. Project risks and mitigation measures*

Risk	Risk level	Risk mitigation measures
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Risk	Risk level	Risk mitigation measures
<p>1. The affected local communities and SMEs benefiting from tourism activities who require COVID-19 financial support may overwhelm the collaborative platform's capacity to meet expectations</p>	<p>Moderate</p>	<p>Initially it was anticipated that the platform would cover the geographic footprint of sub Saharan Africa. To address the increasing concern that demand may rapidly overwhelm project capacity, the geographic footprint for the project was subsequently contained to eastern and southern Africa.</p> <p>However, even this geographic scale may still prove challenging considering the size of the region, and information constantly emerging from the field about the extent and intensity of socio-economic impacts due to the collapse of the nature-based tourism industry. Priority geographies of focus, those that are most dependent on nature-based tourism, will be determined using metadata analysis as well as consulting with national CBNRM networks and others early in the project implementation stage.</p> <p>Numerous stakeholder consultations have been conducted during the project preparation stage to better quantify the needs, and likely demands on the project to help address these needs, as well as an assessment of partner agencies and institutions who will assist with outreach to communities and SMEs, and those who may commit to investing resources into the collaborative platform to meet demand.</p>
<p>2. Large commercial tourism operators and well capacitated community organisations dominate the services of the collaborative platform, while small entrepreneurs and low capacity communities struggle to access the platform and have their needs addressed</p>	<p>Moderate</p>	<p>The most marginalized communities are the priority stakeholder groups for the platform. The project has developed targeted approaches to ensure that these low capacity communities have equitable access to the services offered by the platform, largely facilitated by the in-country CBNRM networks. While SMEs who meet certain criteria will register directly on the platform, communities will be represented through the CBNRM networks, who will gather data electronically where possible, or through face-to-face interactions in the field where technology and connectivity are significant constraints, COVID-19 protocols notwithstanding.</p>

Risk	Risk level	Risk mitigation measures
3. Large donor agencies and financial institutions, with well-established links to SMEs and local communities in southern and eastern Africa, will not be interested in using the platform	Moderate	While it is hoped that these institutions will share, or make available, information for the platform, they are not the primary targets of the platform. These institutions are already largely achieving the platforms objective of streamlining emergency relief and stimulus support to the communities and SMEs most in need. While the project does not envisage the need for a facilitated connection between these well-established donor/financial institutions and the communities and SMEs, it will engage them in collating lessons learned and best practices. Additionally, a key goal of the platform is to identify existing fund sources, not have the funds flowing through the platform.
4. Limited funding opportunities for immediate relief of the nature-based tourism sector	Moderate	The COVID-19 pandemic is far from over, and funding sources continue to arise. The funding sources identified during proposal development are all still very active. Once the platform moves from a concept to actually launching, the increased visibility is likely to engage donors in a more significant manner.
5. The financial resources received by communities and SMEs via project interventions is not enough for these beneficiaries to maintain stability during the COVID-19 pandemic, leading beneficiaries to turn to exploitative or unsustainable practices that impact conservation.	High	The platform will clearly not meet the needs of all communities and SMEs affected by COVID-19. However, the prioritisation exercises will target the communities most in need, and the open access nature of the platform will make the data on donors and beneficiaries widely available, helping to complement other COVID-19 relief efforts. One of the primary value propositions of the platform is serving a coordinating role. By centralizing all the information, it will serve as a legitimate resource for funders and beneficiaries.

Risk	Risk level	Risk mitigation measures
6. Due to shifting priorities of governments and donors, there is difficulty getting uptake on the integration of wildlife and nature-based tourism in stimulus and investment decisions that would build long term resilience of the sector.	Moderate	While governments and donors face many competing priorities from the impacts of COVID-19, it is recognised that nature-based tourism is a key source of revenue for the 11 countries in this project. Through the various policy and outreach activities envisioned through the platform, including to the AU, AMCEN, EAC, SADC, and others, the project will make a strong push to ensure that wildlife and nature-based tourism feature prominently in stimulus and investment decisions.

### COVID-19 risk and opportunity analysis

Below we present the most relevant COVID-19 specific risks and opportunities for the WWF GEF Collaborative Platform for African nature-based tourism enterprises and local communities ? a response to COVID-19 Project identified in the GEF?s ?Project Design and Review Considerations in Response to the COVID-19 Crisis and the Mitigation of Future Pandemics? document of August 27th 2020.

*Table 5. COVID-19 Risk Analysis*

Risk category	Potential Risk	Mitigations and Plans
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Risk category	Potential Risk	Mitigations and Plans
i) Availability of technical expertise and capacity, and changes in timelines	Continued or renewed efforts in COVID-19 containment measures (such as travel and meeting restrictions) are likely over the course of project development and into the earlier stages of implementation. This may hinder outreach in person to communities (output 1.1.1).	<p>The project partners will be based in different offices and will be equipped (and trained if needed) for using virtual communication. They have all been in contact virtually during the project preparation stage. It is envisioned that the PSC will meet virtually, not in person.</p> <p>Outreach to community representatives will be done in person where possible, over the internet, and as a last resort over the phone.</p> <p>Outreach to SMEs will be conducted over the internet.</p>
	Capacity and experience for remote work and online interactions as well as limited remote data and information access and processing capacities that projects will need to strengthen.	For interaction with communities, provision of data/internet access where devices are available, and provision of devices if needed.
	Changes in project implementation timelines.	No changes in project implementation timelines are anticipated as they have already been designed to take into account the effects of the COVID-19 pandemic.
	Changes in baseline and potential co-financing sources identified may change due to changed government/project partner priorities for existing funding, reduced funding availability, or due to delays until implementation.	The pandemic situation and responses evolve daily, meaning that some baseline and co-finance may need to be adjusted during project implementation.

Risk category	Potential Risk	Mitigations and Plans
ii) Stakeholder Engagement Process	Reduced mobility and stakeholder engagement. This may particularly impact outputs 1.1.1 and 2.1.2, as well as the Stakeholder Engagement Plan.	<p>Local level community outreach via CBNRM networks and NGOs during project implementation will only be undertaken if it complies to national and local government guidelines and follows COVID-19 safety protocols.</p> <p>Outreach to community representatives will be done in person where possible, over the internet, and as a last resort over the phone.</p> <p>Outreach to SMEs will be conducted over the internet.</p>
iii) Enabling Environment	Reduced government focus on the environment during the COVID-19 crisis;	Given the focus of this MSP on enabling communities involved in nature-based tourism to overcome the drop off in tourism; the focus on people (with a broader goal of conservation) will likely keep governments engaged.
iv) Financing	Reduced co-financing availability (co-financing from the private sector and governments, loan-based projects with MDBs);	Given this project was rapidly developed and has a short implementation span, it is not anticipated that there will be a big impact on co-financing from COVID-19. However, the PMU will continue to track co-finance and will work to find replacement co-finance if any is reduced.
v) Future risks of similar crises	There is minimal risk that this project will contribute to future such crises.	It is not anticipated that this project will have adverse impacts that might contribute to future pandemics. The entire project is designed as a response to the current pandemic, recognizing that livelihood declines resulting from the loss of revenues tied to nature-based tourism have potential to increase pressure on natural ecosystems and therefore could risk increased contact between humans and wildlife.

Table 6. COVID-19 Opportunity Analysis

Opportunity Category	Potential	Project Plans
i) Can the project do more to protect and restore natural systems and their ecological functionality?	The goal of the project is to provide immediate relief to local communities and nature-based tourism SMEs most affected by the loss of tourism as a result of the current pandemic.	By providing emergency funding relief to communities and building longer term resilience to future shocks, the project will reduce ecosystem degradation as a result of community coping mechanisms to a loss of income.
ii) Can GEF projects include a focus on production landscapes and land use practices within them to decrease the risk of human/nature conflicts?	Limited potential. The project focus is not site based.	

### Climate change impacts and adaptation measures

The State of the Climate in Africa 2019 report<sup>[1]</sup> highlights the increasing threats that climate change poses to human health and safety, food and water security, and socio-economic development, driven by increases in temperature, changing seasonality of rainfall, sea level rise and extreme events such as drought and flooding. Just the past year has seen extreme drought in southern Africa, severe flooding in eastern Africa, and an invasion of desert locusts. The toll this has taken on people and the economy has been severely exacerbated by COVID-19.

Given the very broad geographic scope of this project, and the emergency nature of the response, assessing the climate impacts on the study area and potential adaptation measures presents a unique challenge. However, below is a summary of regional trends in weather and climate, impacts on communities and ecosystems, and proposed climate adaptation measures during project implementation.

#### *Regional trends in weather and climate*

The majority of southern Africa experiences a single rainfall season occurring between November and April, while eastern Africa has two rainfall seasons, the long rains from occurring between March and May, and the short rains occurring between October and December.

Many parts of Africa are increasingly affected by the dry season growing hotter and rainy seasons arriving later. This was the case in 2018-2019, where southern Africa experienced a severe drought, only getting relief in the 2019-2020 rainy season. At the other end of the spectrum, flooding events are increasing in severity, with eastern Africa experiencing record flooding in 2019 and 2020.

Africa in general suffers from a lack of good weather data, and this in turn influences the ability to develop suitable climate projections. However, it is considered 'very likely' that all of Africa will continue to warm during the 21<sup>st</sup> century, and while rainfall projections are far more uncertain, there is 'medium' confidence in projections suggesting reduced rainfall in the austral winter in southern Africa,[2] and seasonal rainfall is projected to rise significantly in eastern Africa.[3]

#### *Impacts on communities and ecosystems*

WWF's [Climate Crowd](#) initiative gathers data on how climate change is affecting people and nature. 872 interviews have been conducted with community members in 8 of the 11 project countries, providing a useful snapshot of how people and nature are being affected by changes in weather and climate (see also Annex O: Changes in weather and climate and resulting community responses). In Zimbabwe[4] for example, the majority of those interviewed noted that there was less (and delayed) rainfall in recent years and hotter temperatures. These changes have resulted in depleted freshwater supplies, failure of crops, declines in livestock health, and an increase in the prevalence of pests. Changes in weather and climate are increasingly driving human-wildlife conflict, as people and wildlife increasingly compete for diminishing natural resources such as water and pasture. These data from Zimbabwe match what has been documented across much of eastern and southern Africa.

#### *Proposed climate adaptation measures during project implementation*

- (i) The online platform will include data on changes in weather and climate across the project region, including map layers on various climatic variables
- (ii) Funding proposals will include a component on climate change, indicating how project funds will contribute to building community resilience to changes in weather and climate
- (iii) Relief funding for communities which has adaptation co-benefits, such as increased water security, will be prioritised
- (iv) The project will contribute to the longer-term development of more resilient models for nature-based tourism and conservation, and climate change will be a key consideration in this process. This may include identifying for example, areas, conservation interventions and livelihoods which are unlikely to be resilient in the face of a changing climate. By increasing resilience to future shocks and stressors such as climate change, tourism can emerge from the current crisis as an even more important contributor to the Sustainable Development Goals, supporting livelihoods and creating opportunities for millions of women and men around the world.

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[1] World Meteorological Organization. *State of the Climate in Africa 2019* (2020)

[2] Christensen, J. H. et al. Climate phenomena and their relevance for future regional climate change. In *Climate Change 2013 the Physical Science Basis: Working Group I Contribution to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change* (2013) Vol. 9781107057999, pp. 1217-1308

[3] Cook, K. H. et al. Seasonal asymmetry of equatorial East African rainfall projections: understanding differences between the response of the long rains and the short rains to increased greenhouse gases. *Climate Dynamics* (2020) DOI: 10.1007/s00382-020-05350-y

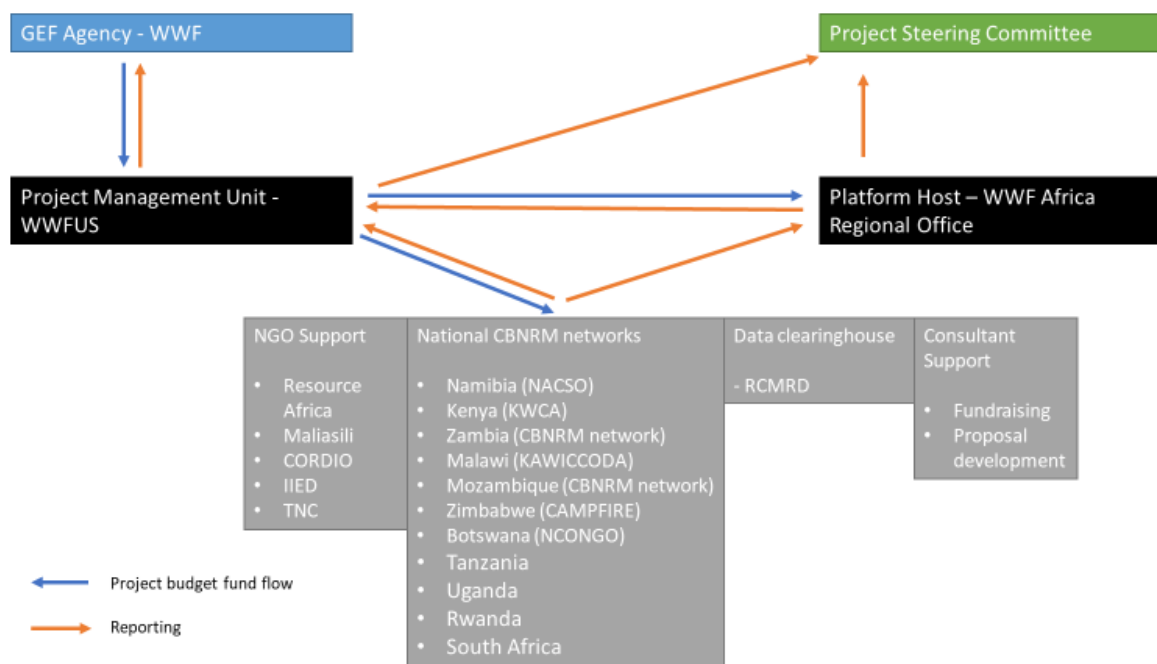
[4] Climate Crowd: Zimbabwe summary report (2019). World Wildlife Fund, Washington, DC

## 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.**

### Overview of Implementation Arrangement

The proposed implementation arrangement (Figure 3) includes WWF as the GEF Agency, and self-execution through WWF (including WWF US Conservation and WWF Regional Office of Africa) to provide project management and a hosting arrangement for the African NBT Platform. WWF will sub-grant to RCMRD to act as the data clearing house, and to national community based natural resource management networks (CBNRM) to facilitate outreach to communities, including data collection and proposal development. Sub-grants to NGOs, including Maliasili, Resource Africa and CORDIO, will support the work of the CBNRM networks.



### WWF Self-Execution

World Wildlife Fund will self-execute this project. This modality is proposed for several reasons:

Expediency: the goal of this project is to connect financial support to nature-based tourism reliant communities and SMEs that are in need during and post COVID-19. Meeting this goal requires the project support to move as quickly as possible, while adhering to policy and standards of GEF and WWF, to minimize negative impacts on nature and biodiversity in the period of time where the projected project beneficiaries have lost their primary sources of income due to the collapse of tourism. Self-execution through WWF will facilitate efficiencies; for example working through WWF entities saves time as diligence of the primary grant recipient would not be required, nor the development and negotiation of an external grant agreement. WWF US can procure key services, and administer sub grants to project partners directly, and can do so quickly while in compliance to the GEF minimum fiduciary standards and other policies.

Global to local network: Implementing this project requires a global network and capacity to interact and bring in small to large donors, from private to public to foundation sources, as well as conduct outreach to the most marginalized communities. WWF has the structure, staffing, experience, trusted relationships, and history of delivery for making these connections to donors and communities. A regional presence is necessary for implementation of this project, to connect to some of the large regional entities (such as AfDB, SADC, EAC, AU, AMCEN, KAZA Sec), regional offices of INGOs (IUCN ESARO) and regional hubs of development agencies (such as UNEP, UNDP). The WWF Regional Office of Africa is very well placed in this context, with key relationships at the national level, with key government Ministries, national NGOs and other partners. The WWF country office presence in almost all the countries in this project will enable partnership with the national CBNRM networks, communities, and SMEs. They are already well connected to these partners given that nature-based tourism and community based natural resource management are key priorities across WWF country offices.

Technical expertise: The focus of this GEF-funded project is on connecting donor finance to communities and SMEs that are reliant on nature-based tourism, and are currently facing huge negative impacts on their livelihoods or income due to the drop off in tourism with COVID-19. WWF is perhaps the best placed organization to serve this project as nature-based tourism and community-based conservation are key priorities of WWF in southern and eastern Africa and across the globe, with significant expertise and experience in both. For example, WWF has been a leading partner of Namibia's world-renowned communal conservancy program since its inception in the early 1990s—a national program which associates nature conservation, tourism, and devolved management and benefits to communities. Much of the success of that program can be attributed to the joint venture partnerships that WWF has helped to broker between conservancy and private sector partners from the tourism industry. Similarly, WWF played an instrumental role in the establishment of community-based conservation programs in Tanzania (Wildlife Management Areas) and Zimbabwe (CAMPFIRE) and actively supports programs in Kenya and Mozambique. Today, the Secretariat of the Kavango Zambezi Transfrontier Conservation Area (KAZA), has asked WWF and its Namibian partners to adapt lessons learned (communities, nature-based economies, etc.) in Namibia to other KAZA partner countries (Zimbabwe, Zambia, Botswana and Angola).

Partners: WWF has trusted partnerships with key organizations that will support this project through co-financing and/or as sub-grantee partners (detailed below). This includes an extensive network of international travel industry relationships and partnerships, including an MOU with The World Travel & Tourism Council (WTTC), an MOU to collaborate on advancing sustainability practices in adventure travel

with The Adventure Travel Trade Association (ATTA) and a partnership with the African Travel and Trade Association (Atta). WWF has collaborations with private sector travel companies, including Natural Habitat Adventures (NatHab)/Wilderness Safaris, Intrepid Travel Group, and Ctrip/Trip.com (China's largest travel company).

### **Project Management Unit**

This project execution will be firewalled from the WWF GEF Agency. The PMU will be housed within the Conservation Program which reports to the Chief Conservation Officer. As the WWF GEF Agency reports to the Chief Operations Officer, the executing/implementing firewall will be respected.

WWF-US will appoint a Project Manager (PM) to provide the strategic oversight and guidance to project implementation. Reporting up to the Chief Conservation Officer, the PM will be responsible for: (i) preparing the overall project work plan; (ii) preparing annual budgets and work plans; (iii) managing project expenditure in line with these annual budgets and work-plans; (iv) recruiting and contracting partner institutions and specialist support services to implement outputs and activities; (v) ensuring technical quality of products, outputs and deliverables; (vi) producing quarterly expenditure and cash advance requests from project partners; (vii) reporting to the Project Steering Committee (PSC) and the WWF GEF Agency on project delivery and impact via six-month and yearly Project Progress Reports; and (viii) liaising and working closely with all partner institutions to link the project with complementary national, regional and local programs and initiatives.

WWF-US will appoint a Program Administrator (PA) to manage and facilitate administration and financial monitoring of projects including annual budgets, funding distribution, financial analysis, grants management, financial reporting and monitoring compliance with donor regulations. The Program Administrator will coordinate directly with all partners on financial matters.

WWF-US will appoint a Program Officer (PO) responsible for delivering the M&E component of the project, including collecting monitoring data to report on project performance indicators, preparing project progress reports, monitoring and reporting on the implementation of the project's Gender Action Plan, Stakeholder Engagement Plan and conformance to the project's Environmental and Social Safeguards, and preparing quarterly and annual financial progress reports.

### **Platform Host Institution**

The WWF Africa Regional Africa Office (based in Nairobi) will serve as the Platform host institution, harnessing its extensive network, knowledge, contacts and influence to leverage many of the other complementary initiatives throughout eastern and southern Africa and to effectively implement the required coordination, convening, communication, match-making and support functions. The platform host will report to the PMU as well as the PSC. The platform host will hire a full-time project coordinator to oversee all platform host functions. Key functions are outlined under component 2.

### **Data Clearing House/Digital Platform**

Regional Centre for Mapping of Resources for Development (RCMRD) (based in Nairobi) is a premier Centre of Excellence in the provision of geo-information and allied technologies for Sustainable Development in its 20 Member States and other stakeholders in the region. RCMRD will host the data and serve as the technical lead for the Platform. They will be contracted by the PMU, and report to the PMU as well as the platform host. Key functions for RCMRD are outlined under output 1.1.3.

### **Connecting Communities: Data Collection, Proposal Development**

The national CBNRM network partners, and others still being consulted, are actively engaged in a variety of responses to the COVID-19 pandemic on behalf of the constituencies they represent or support. Rapid needs assessments have already been conducted in a number of countries and communities, which the Platform will be able to draw on. These organizations provide the Platform with partners that have deep and meaningful reach into those communities who have been most involved in the stewardship of wildlife on their own lands and whose communities are now most negatively impacted by the precipitous loss of nature-based tourism since the first quarter of 2020. The CBNRM networks will coordinate inclusive data collection (sex-disaggregated) and proposal development with communities, making particular efforts to communicate opportunities to marginalized groups and enable gender-equitable access to support. The networks will be contracted by the PMU, and report to the PMU as well as the platform host.

NGO partners, Maliasili, Resource Africa and CORDIO, will provide support to the in-country CBNRM networks to facilitate data collection and proposal development on an as needed basis. Where strong national networks exist, they may work with them and provide consistency at the regional level, and where these do not exist, they may be able to reach down to the community level on a case by case basis. TNC will assist with outreach and proposal development for SMEs. These NGO's will be contracted by the PMU, and report to the PMU as well as the platform host.

### **Knowledge Management**

Maliasili and IIED will assist with various knowledge management functions of the platform. These NGO's will be contracted by the PMU, and report to the PMU and the Platform Host.

### **Project Steering Committee**

A Project Steering Committee (PSC) will be constituted to serve as the project oversight, advisory and support body for the project. The final composition of the PSC will be determined at the Project Inception Workshop, but will aim for gender parity, include representatives of the different project partnering agencies, and will largely be comprised of the African-based partners and the GEF Secretariat. Likely partners include WWF US, WWF Regional Office for Africa, LHI, RCMRD, and a regional institution representing communities. The PSC will ensure that the project remains on course to deliver the desired outcomes of the required quality. The PSC provides overall guidance and policy direction to the implementation of the project and provides advice on appropriate strategies for project sustainability. The PSC will play a critical role in project monitoring and evaluation by quality assuring the project processes and products. It also advises on any conflicts within the project or on any problems with external bodies.

### **GEF Agency Oversight**

WWF-US, through its WWF GEF Agency will: (i) provide consistent and regular project oversight to ensure the achievement of project objectives; (ii) liaise between the project and the GEF Secretariat; (iii) ensure that both GEF and WWF policy requirements and standards are applied and met (i.e. reporting obligations, technical, fiduciary, M&E); (iv) approve budget revisions, certify fund availability and transfer funds; (v) organize the final evaluation and review project audits; and (vi) certify project operational and financial completion.

## **Coordination**

The project will coordinate and align its communication and collaboration approach with the existing knowledge management platforms already established under the GEF Sustainable Forest Management impact program (SFM, particularly Drylands Sustainable Landscapes), the Inclusive Conservation Initiative and the Global Wildlife Program (GWP). There is potential for coordination with several Global Wildlife Program child projects in Phases I and II, notably those in eastern and southern African countries which support nature-based tourism enterprise development in conservation areas. The project will coordinate with GWP World Bank team to organize a webinar early in project implementation phase to introduce the GWP project teams to the Platform and funding opportunities, as there is potential for identification of Platform support to individual beneficiaries that have been detrimentally impacted by the collapse of income streams from nature-based tourism enterprises. Annex D of the Project Document provides more details for each of these initiatives.

## **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 outcomes under the proposed project contribute to the priorities of two central intergovernmental organizations that represent African countries: The Southern African Development Community (SADC) and the East African Community (EAC). Both organizations focus on promoting sustainable and equitable economic growth and socio-economic development to improve the quality of life of people of East Africa and Southern Africa.

The EAC, which comprises the states of Burundi, Kenya, Rwanda, South Sudan, Tanzania and Uganda, promoted the region as a single tourism destination in its Treaty, in line with the implementation of the EAC single visa scheme. In 2012, the East Africa Tourism Platform was established to reduce barriers to inter and intra-regional tourism, promote a regional marketing approach, and encourage capacity building and skills transfer. The EAC 2050 Vision document (published in 2016) established a goal to 'Enhance tourism, trade in goods and other services within the EAC region and with the rest of the world.' The

number of jobs supported directly or indirectly by the tourism sector is projected to increase from 1.7 million in 2008, to 2.3 million in 2025, and 5.6 million by 2050.[1] Further, the project aligns with the EAC's COVID-19 Response Plan (April 2020) which highlights the need to mitigate fundamental impacts of the pandemic on the various vital economic and social sectors of the EAC region, including ensuring sufficient supply of essential food; keep businesses afloat especially Micro, Small and Medium Enterprises (MSMEs); maintain employment; adapt and reorient businesses; promote and utilize locally made products as much as possible??.[2]

Given the rapid growth of the tourism industry in the region in recent years, SADC has prioritized tourism as a way to promote sustainable economic development goals and regional integration. The Protocol on the Development of Tourism of 1998 establishes the official policies and tourism priorities of the region, and aims to foster the industry for livelihoods improvement.[3] In 2019 the SADC Tourism Programme (2020-2030) was approved by SADC Ministers responsible for the Environment, Natural Resources and Tourism. The Objectives of the Programme are (1) to exceed average global growth levels in tourism receipts and arrivals to the region, (2) broadening the spread of arrivals, (3) extending the average length of stay, (4) increasing return visitation and (5) harmonising policies that are geared at the development and growth of tourism in SADC. With tourism expected to grow in the coming years, the Regional Infrastructure Development Master Plan proposed the creation of Trans-frontier Conservation Areas (TFCAs) as key drivers for regional integration and to promote tourism in the region. Further, the purpose of the Tourism Sector Plan of 2012 is to outline an integrated plan for the sustainable development of these TFCAs through 2027. TFCA development through tourism is highlighted as 'a tool for biodiversity conservation and economic empowerment of rural communities?'.[4] SADC's Vision for its TFCA Program is to 'be a model of community centred, regionally integrated and sustainably managed network of world class Trans-frontier conservation areas?'.[5]

The African Union (AU) and sub-regional communities have also put tourism at the top of their agendas. The African Union has endorsed the continent's Tourism Action Plan (TAP) developed by the New Partnership for Africa's Development (NEPAD), renamed the African Union Development Agency (AUDA). The TAP recognizes tourism development among priority sector strategies of AUDA across Africa and aims to make Africa the tourism destination of the 21st century. The Pan-African Action Agenda on Ecosystem Restoration that was held in 2018 is closely aligned to the existing project and the action plan on ecosystem restoration adopted by the Conference of Parties to the Convention on Biological Diversity. The Action Agenda will guide and support African countries to meet, in a synergetic and integrated manner, their ecosystem restoration objectives and commitments under various international agreements and processes, including the three Rio Conventions - the Convention on Biological Diversity (CBD), the United Nations Convention to Combat Desertification (UNCCD), the United Nations Framework Convention on Climate Change (UNFCCC) and the Paris Agreement - as well as the Ramsar Convention on Wetlands, the Convention on the Conservation of Migratory Species of Wild Animals, the New York Declaration on Forests, the Bonn Challenge on Forest and Landscape Restoration and the 2030 Agenda for Sustainable Development. There

The Fourth National Report of the Convention on Biological Diversity (CBD) showed that 49 countries in Africa had national biodiversity strategies and action plans, and 35 states have also completed their fourth

national reports, which provide information on measures taken for the implementation of the Convention on Biological Diversity and the effectiveness of these measures.[6]

The project is fully aligned with the medium-term National Development Strategies/ Plans/ Programmes (or equivalent), the National Biodiversity Strategy Action Plans (NBSAP) and the Tourism Master Plans/ Strategies (or equivalent) of the individual East African Community (EAC) and SADC states, and AMCEN (as described under output 2.2.2). These plans all emphasise the significant contribution of the nature-based tourism sector to the economic development of the country, the social development of rural communities and the revenue streams to cross-subsidise the operating costs of conservation areas (including formal protected areas). They emphasise the necessity to create the enabling environment for these nature-based tourism businesses to operate profitably, and the regulatory requirement to ensure the equitable distribution of benefits from these tourism enterprises to communities and national conservation efforts.

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[1] East African Community. *ECA Vision 2050: Regional Vision for Socio-Economic Transformation and Development* (2016): 74.

[2] East African Community. *ECA COVID-19 Response Plan* (2020): 8

[3] ?Tourism? SADC. Accessed November 4, 2020. <https://www.sadc.int/themes/infrastructure/tourism/>

[4] SADC. ?Regional Infrastructure Development Master Plan? *Tourism (TFCAs) Sector Plan* (2012): 5

[5] KAZA TFCA. *KAZA TFCA Master Integrated Development Plan 2015-2020* (2015): 3

[6] ?Fourth National Report? Convention on Biological Diversity (2020) <https://www.cbd.int/reports/nr4/>

## **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.**

Utilizing available knowledge to apply best practices and lessons learned is important during both project design and implementation to achieve greater, more efficient, and sustainable conservation results. Sharing this information is then useful to other projects and initiatives to increase effectiveness, efficiency, and impact among the conservation community. Knowledge exchange is tracked and budgeted in Component 3 of the Results Framework.

Prior to finalizing the project design, existing lessons and best practices were gathered from stakeholder consultations with CBNRM networks, and many other partners, as well as from a rapid review of existing platforms and funding mechanisms conducted by IIED and incorporated into the project design. Please reference Section 3.7 to review the lessons and understand how they were utilized.

During project implementation and before the end of each project year, knowledge produced by or available to the Project will be consolidated from project stakeholders and exchanged with communities and SMEs involved in the NBT sector nationally and regionally, national CBNRM networks and their partners, NGOs, academic institutions such as the African Leadership University, and relevant child projects under the GEF Global Wildlife Program and Drylands Sustainable Landscapes Impact Program. This collected knowledge will be analyzed alongside project monitoring and evaluation data at the annual Adaptive Management meeting. It is at this meeting that the theory of change will be reviewed, and modifications to the annual work plan and budget will be drafted. Making adjustments based on what works and what does not work should improve project results.

Lessons learned and best practices from the Project will be captured from field staff and reports, policy briefs, peer-reviewed and other publications, stories, videos, webinars, dialogues and roundtables, and from stakeholders at the annual Adaptive Management meeting. External evaluations will also provide lessons and recommendations. These available lessons and best practices will then be documented in the semi-annual project progress reports (PPR) (with best practices annexed to the report).

The PMU Project Manager will ensure that Project Steering Committee members, project partners (national CBNRM networks, partner NGOs, and others), donors, and other stakeholders as relevant are informed of, and where applicable invited to, the Adaptive Management meeting, formal evaluations, and any documentation on lessons and best practices. These partners will receive all related documents, such as Evaluation Reports and relevant knowledge products resulting from the project to ensure the sharing of important knowledge products.

A strategic communications plan has been budgeted for this Project and will include the following knowledge and communication products:

- Component 3: M&E and knowledge management
- The Project will meet the reporting requirements of the WWF GEF Agency, producing the following reports: biannual Project Progress Reports (PPR) including the Project Closeout Report, annual work plan tracking, annual Financial Progress Reports, and a Terminal Evaluation.
- The project will also produce several knowledge management products to share project lessons and COVID-19 analysis, including policy briefs, case studies, peer-reviewed and other publications, webinars (including with GWP project teams), dialogues, stories, videos, roundtables and social media content.

All knowledge and communication products produced by the Project will be shared on a project-specific website, hosted by RCMRD. This will allow a wider audience to gain knowledge from the Project. In addition, the Platform Coordinator will share these documents with stakeholders, particularly marginalized communities, more directly through the national CBNRM networks and NGO partners, using in-person, radio and SMS communication channels where appropriate.

The Project has budgeted for the hosting of 2 annual workshops with all key project partners to share best practices and lessons learned from the Project and to learn from practitioners in the same field to strengthen the Project. All platform partners will use their regional and global communication networks to further promote the knowledge management products. Recommendations and solutions will be featured and linked to ongoing and upcoming regional and global events, such as the African Protected Areas Congress and the World Conservation Congress, amongst others, as well as through other relevant programs such as the Global Wildlife Program and Drylands Sustainable Landscapes.

One important knowledge management aspect of the project is the 'Lessons lab' facilitated by Maliasili which will document different models and solutions to the COVID19 crisis, and create convening spaces where different actors can share lessons, insights, and generate new ideas to address ongoing challenges in a manner that allows immediate and adaptive responses. It will link key national and local actors working with the Platform, as the key partners and stakeholders in the learning processes.

Significantly, in the long-term, the platform will contribute to sharing of lessons and experience amongst communities, SMEs, national CBNRM networks, and others throughout Africa, to enhance implementation, diversification and innovation in the post-COVID-19 recovery period as well as in design of future responses to shocks and stressors.

## **9. Monitoring and Evaluation**

### **Describe the budgeted M and E plan**

The Project results will be monitored through the Results Framework (see Annex M). The Results Framework includes 1-2 indicators per Outcome. The baseline has been completed and feasible targets have been set annually where relevant. A methodology for measuring indicator targets is provided.

Indicator targets are Specific, Measurable, Achievable, Relevant, and Time-bound (SMART), and disaggregated by sex where applicable. Component three of the Results Framework is dedicated to M&E, knowledge sharing and management.

Relevant Core indicators have been included to provide a portfolio level understanding of progress towards the GEF Global Environmental Benefits (GEBs).

The M&E Officer will be responsible for gathering M&E data for the annual results framework tracking and providing suggestions to the PMU Project Manager to improve the results, efficiency and management of the project.

*Table 7. Summary of project reports*

<b>M&amp;E/ Reporting Document</b>	<b>How the document will be used</b>	<b>Timeframe</b>	<b>Responsible</b>
Inception Report	? Summarize decisions made during inception workshop, including changes to project design, budget, Results Framework, etc.	Within three months of inception workshop	PMU Project Manager and M&E Program Officer
Quarterly Field Report	? Inform PMU PM on progress, challenges and needs of activities in field.	Every three months	Platform Host
Quarterly Financial Reports	? Assess financial progress and management.	Every three months	PMU Program Administrator
WWF Project Progress Report (PPR) with the RF and workplan tracking for the yearly PPR	? Inform management decisions and drafting of annual workplan and budget ? Share lessons internally and externally ? Report to the PSC and GEF Agency on the project progress.	Every six months	PMU Project Manager and M&E Program Officer
Project Closeout Report	? Based on the format of the PPR	Project technical close	PMU Project Manager and M&E Program Officer
Terminal Evaluation Report	? External summative evaluation of the overall project ? Recommendations for GEF and those designing related projects.	Before project completion	External expert or organization

The independent terminal evaluation has been budgeted in the project and will adhere to WWF and GEF guidelines and policies. The Terminal Evaluation will be completed before the official close of the project.

The evaluation provides an opportunity for sharing of lessons and best practices for this and future projects.

An annual (virtual) reflection workshop has been budgeted for the PMU and all project partners to review project progress and challenges to date, taking into account results framework tracking, work plan tracking, stakeholder feedback and quarterly field reports to review project strategies, risks and the theory of change (ToC). The results of this workshop will inform project decision making (i.e., refining the Theory of Change, informing project progress reports and annual workplans and budgets).

## **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)?**

Beneficiaries of the project - nature-based tourism SMEs and local communities affected by the loss of tourism - will benefit from:

- ? increased access to information on funds available for relief, recovery and mitigation
- ? increased access and capacity to develop and pursue funding/investment opportunities
- ? increased access to, communication and collaboration with platform supporters and donors (via forums facilitated by the platform), leading to increased understanding of the need for relief funding and the benefits of stimulus/investment in communities and SMEs
- ? connections to potential funding opportunities to support stability in the short-term while tourism numbers remain low

Overall, by helping to more effectively channel COVID-19 emergency funds to those beneficiaries most in need, the project will contribute to provide immediate relief from the loss of tourism to SMEs and local communities, which will assist in the maintenance and management of conserved areas and reduce the need to turn to unsustainable practices to meet livelihood needs and avoid a collapse of the wildlife these beneficiaries help to conserve.

Furthermore, in the longer term, the project will contribute to make the case for nature-based tourism being a part of government and financial institutions' relief and stimulus packages, thereby leading to sustainability of tourism, wildlife conservation and economic development and more resilient nature-based economies.

## **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
Low	Low		

### 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 project will comply with WWF's Environmental and Social Safeguards Framework (ESSF) as outlined in the [Environmental and Social Safeguards Integrated Policies and Procedures](#).

A safeguards screening has classified the project as [category ?C?](#), low risk, since it is a technical assistance project, and field surveys are the only on-the-ground activities.

There are no negative environmental or social impacts anticipated from the project's low-risk activities, and thus WWF's environment and social safeguards policies are not triggered. Long-term positive impacts are expected since the work is designed to develop a data clearinghouse to facilitate linkages between beneficiary rural communities and nature-based tourism enterprises with donor and other funding available as a response to the COVID19 crisis and to better understand the impacts of the pandemic on the NBT sector. The project will also contribute to policy reform by carrying out an analysis of the dependencies between NBT and conservation to develop a case for, and engage with donors, financial institutions and policy-makers on including investments in NBT and conservation as part of economic relief and stimulus packages.

### Supporting Documents

Upload available ESS supporting documents.

Title	Module	Submitted
CategorizationMemoCOVID_01 July 2020	Project PIF ESS	

Title	Module	Submitted
WWF Safeguards Screening Tool_GEF_Platform for Resilience Tourism Conservation_290620	Project PIF 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).

Please see Annex M: Results Framework on pgs. 128-133 of the WWF GEF Project Document.

**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).

GEF Sec Comment	Agency Response
<i>Part I: Project Information</i>	
<i>Are the components in Table B and as described in the PIF sound, appropriate, and sufficiently clear to achieve the project/program objectives and the core indicators?</i>	

GEF Sec Comment	Agency Response
6-27-20	7-01-20
<p>While the overall structure of the project is adequate, the description of the components, outcomes and outputs could be made easier to understand by avoiding terms and expressions that are not widely used outside of the Conservation Community. The description of what is being proposed should be made in such a way that is easy to understand, SPECIALLY by the potential users and beneficiaries of the outputs of the project.</p> <p>Objective. Please make the objective clearer and easier to understand. The objective is meant to be very tangible and unequivocal. If the objective is to facilitate access of funding opportunities to nature-based tourism enterprises, conservation areas and beneficiary communities, please say so.</p> <p>Outcome 1.1. If the outcome is an "<i>An online data clearing house</i>" how are marginalized local communities will have access to it in places where these is no access to internet?</p> <p>Output 1.1.1. a) Remove the word "prospective" (the project should provide actual not potentials); b) Create a separate output for "COVID-19 emergency relief and stimulus packages (opportunities?) available to help address these impacts profiled".</p>	<p>Noted. Language has been adjusted accordingly throughout the PIF, including in table B.</p> <p>Objective wording revised to read ?To facilitate access to COVID-19 crisis funding by nature-based tourism enterprises, conservation areas and beneficiary communities in southern and eastern Africa?.</p> <p>In-country partners, such as national level CBNRM Networks (e.g. KWCA, NACSO, Zambia CBNRM Forum, Mozambique CBNRM Network), and some smaller, less-developed national-level networks in Botswana, Tanzania, Uganda and Zimbabwe and, if needed, local on-the-ground conservation partner offices (TNC, WCS, CI, IUCN) will be mobilized and will receive resources for on the ground outreach and consultation and to support data collection on financial needs as part of Component 2. At the sub-national level, these national level players would work with individual conservancies with less capacity or Conservancy Associations within country. At the regional level identified partners (Maliasili, working deeply in both Eastern and Southern Africa) and Resource Africa (focused on Southern Africa) work at the ground level with marginalized communities.</p> <p>Removed ?prospective? and added Output 1.1.2 on COVID-19 emergency relief and stimulus packages available to help address impacts are profiled</p>
<p>Output 1.1.2. Not sure what the following means "<i>for the nature-based tourism sector-community interface is designed, developed, populated, hosted and maintained</i>". Use easier to understand language that is more in line with the language of the Outcome. Make it simple and easier to understand for everybody. Please consider that the MSP will be posted at the GEF web site and thus, in the public domain. In the text, determine (as appropriate) the name of the institutions that will host and maintain the web site (and for how</p>	<p>Output 1.1.2 (now 1.1.3) wording revised to read ?An online COVID-19 data clearinghouse (architecture; hardware; software development; data management; data analysis; hosting; online technical support? is designed, developed, populated and maintained?.</p> <p>The Regional Centre for Mapping of Resources for Development (RCMRD) has been identified as the host institution for the data clearinghouse, and added to the text. The Centre, owned by a group of SADC and EAC member states, has been operating for approximately 40 years, demonstrating ownership and sustainability. Initially, the data clearinghouse</p>

GEF Sec Comment	Agency Response
<p>7-10-20</p> <p>Mava Foundation Grant should be considered investment mobilized and please clarify if this is the same as the BAND foundation as referred in the explanation of Investment Mobilized</p>	<p>7-10-20</p> <p>Noted. MAVA Foundation grant changed to investment mobilized and clarified in paragraph below co-financing table. MAVA Foundation and BAND Foundation are different sources. BAND Foundation grants are included under WWF-US investment mobilized grants.</p>
<i>Core Indicators</i>	
<p>7-10-20</p> <p>Submit estimate only for indicator 11.</p> <p>Project approach and components are focused around establishing a clearing house mechanism and technical assistance. Since GEF core indicators are designed to capture direct outputs and outcomes of GEF investments using the core indicator 4 is not appropriate for this project.</p>	<p>7-10-20</p> <p>Noted. Core Indicator 4 removed in table and in GEB paragraph.</p>
<i>Part II ? Project Justification</i>	
<i>Is there potential for innovation, sustainability and scaling up in this project?</i>	
<p>6-27-20</p> <p>This is a very innovative project that has the potential of being scaled-up. Not clear about the sustainability. Please elaborate on that</p>	<p>7-01-20</p> <p>Sustainability section revised (pg. 15) to include built-in sustainability of project given use of and interface with existing platforms and structures, as well as financial support given to existing operators and communities on-ground. The project will also promote sustainability by fostering the creation of more resilient and sustainable tourism and conservation solutions by encouraging a re-think of the current model. Although the project was developed as a short-term and immediate response to the COVID-19 crisis, given that a large part of the strategy is to work through existing mechanisms and networks, if stakeholders find value in continuing the platform/clearinghouse beyond the lifetime of the GEF project/crisis response, efforts will be made to ensure their continued existence.</p>
<i>Project/Program Map and Coordinates</i>	
<i>Is there a preliminary geo-reference to the project?/s/program?s intended location?</i>	

GEF Sec Comment	Agency Response
6-27-20  Suggest including Rwanda and Burundi.	7-01-20  Rwanda has been included (see revised map). For the time being, Burundi has not been included as it is not considered to have large investment in nature-based tourism.

**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: <b>50,000</b>			
<i>Project Preparation Activities Implemented</i>	<i>GETF/LDCF/SCCF Amount (\$)</i>		
	<i>Budgeted Amount</i>	<i>Amount Spent To date</i>	<i>Amount Committed</i>
Project development salaries and fringe	43,500	43,500	43,500
Gender consultancy	6,500	6,500	6,500
<b>Total</b>	<b>50,000</b>	50,000	50,000

**ANNEX D: CALENDAR OF EXPECTED REFLOWS (if non-grant instrument is used)**

**Provide a calendar of expected reflows to the GEF/LDCF/SCCF/CBIT Trust Funds or to your Agency (and/or revolving fund that will be set up)**

Not Applicable

**ANNEX E: Project Map(s) and Coordinates**

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

Please see Annex R: Project Map on pg. 141 of the WWF GEF Project Document

**ANNEX F: Project Budget Table**

**Please attach a project budget table.**

Please see Project Budget Supporting Document in Road Map Section.