gef GLOBAL ENVIRONMENT FACILITY
INVESTING IN OUR PLANET

Naoko Ishii
CEO and Chairperson

June 14, 2016

Dear Council Member:

World Bank and UNDP as the Implementing Agencies for the child project entitled: *Global: Coordinate Action and Learning to Combat Wildlife Crime – PMIS ID 9211* under the Programmatic Framework Document (PFD) entitled: *Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development (PROGRAM) – PMIS ID 9071,* have submitted the proposed project document for CEO Endorsement. The Agencies have sought to take into account the comments of the Council and the STAP on the PFD in the design of the child project.

The Secretariat is reviewing the project document to ascertain its consistency with the PFD approved by the Council in June 2015, and to assess whether the proposed child project remains consistent with the Instrument and GEF policies and procedures. In accordance with the Council decision on reviewing child projects prior to CEO Endorsement, any comments or questions on the associated project documents are welcome before July 14, 2016. Please send these to gcoordination@TheGEF.org.

Sincerely,

Naoko Ishii
Chief Executive Officer and Chairperson

Attachment: Project Document
Copy to: GEF Agencies, STAP, Trustee

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GEF-6 WORLD BANK APPRAISAL STAGE: GEF DATA SHEET
REQUEST FOR CEO ENDORSEMENT
PROJECT TYPE: Full-sized Project
TYPE OF TRUST FUND: GEF Trust Fund

For more information about GEF, visit TheGEF.org

PROJECT INFORMATION

Project Title: Coordinate action and learning to combat wildlife crime			
Country(ies):	Global	GEF Project ID:[1]	9211
GEF Agency(ies):	WB UNDP (select)	GEF Agency Project ID:	P157432
Other Executing Partner(s):	UNODC, World Customs Organization, Interpol, Wildlife Conservation Society, TRAFFIC, WWF, The Royal Foundation, CITES Secretariat	Submission Date:	2016-26-05
GEF Focal Area (s):	Biodiversity	Project Duration(Months)	36
Integrated Approach Pilot	IAP-Cities ☐ IAP-Commodities ☐ IAP-Food Security☐		
Name of Parent Program	Global Wildlife Program	Agency Fee ($):	630,000

A. FOCAL AREA STRATEGY FRAMEWORK AND OTHER PROGRAM STRATEGIES[2]

Focal Area Objectives/Programs	Focal Area Outcomes	Trust Fund	GEF Project Financing ($)	Cofinancing ($)
BD-2 Program 3 (select) (select)	Global set aside grant for Wildlife program	GEF TF	7,000,000	58,000,000
	Total project costs		7,000,000	58,000,000

B. PROJECT FRAMEWORK

Project Objective: Create and implement an effective coordination and knowledge platform for the GEF funded Global Wildlife Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development						
Project Component	**Grant Type**	**Expected Outcomes**	**Expected Outputs**	**Trust Fund**	**GEF Project Financing ($)**	**Confirmed Cofinancing ($)**
1. Program Coordination (WB)	TA	Outcome 1: Enhanced coordination among Program stakeholders Indicators and targets: 1.1 GWP national country and ***international donor coordination roundtable*** (IDCR) established	Minutes of annual meetings approved; Donor portfolio review report published; Donor funding database designed; Database filled with donor data;	GEF TF	804,286	2,000,000

| 2. Strategic partnerships | TA | Outcome 2: Enhanced coordination amongst International Consortium on Combating Wildlife Crime (ICCWC) partners to support institutional capacity efforts to fight trans-national organized wildlife crime

Indicators and targets
2.1: Number of ICCWC supported initiatives
2.2: Number of UN wildlife supported initiatives
2.3 Number of seizures | ICCWC Toolkit deployed in new countries;
Staff trained in anti-corruption and anti-money laundering (AML);
Staff trained inter-agency enforcement operations

Best practice ports incentive scheme developed;
Anti-trafficking monitoring system for ports developed;
Container clearance systems and facilities upgraded, with relevant training provided;
Training provided for inter-agency and South-South cooperation;
Awareness campaigns conducted amongst maritime industry stakeholders regarding i) negative impacts of illegal wildlife trade and penalties for involvement and ii) benefits of helping to combat IWT;
Anti-corruption measures implemented at priority ports;
Transnational port liaison offices established;
Communication measures established amongst relevant agencies and other industry stakeholders;
Emergency response fund established;
Toolkit for strengthening IWT law | GEF TF | 3,350,672 | 53,000,000 |

			enforcement capacity at ports created			
3. Knowledge Management and communications (WB)	TA	Outcome 3: Establishment of a knowledge exchange platform to support Program stakeholders Indicator and targets: 3.1 Establishment of an IWT community of practice 3.2 Effective communications of the Program's activities and impact	Bi-annual GWP Meetings conducted; Virtual sessions organized ; Study Tours completed; Online KM Repository launched (i.e Box, Collaboration for Development (C4D)); GWP strategic communications plan developed; GWP communication products created (i.e.brocures, website briefs, presentations, online platforms and social media presence)	GEF TF	1,676,913	1,000,000
4. Monitoring and Evaluation (WB)	TA	Outcome 4: Improved monitoring of national projects outcomes Indicators and targets: 4.1 Program monitoring system successfully designed, developed, and deployed 4.2 Results framework is used to support effective decision-making and enhance national project quality	Tracking tool (TT) developed by GWP; TT adopted by national projects; GWP M&E manual developed; GWP M&E manual adopted by national projects; GWP M&E training sessions conducted; GWP M&E report published (at baseline and midterm); Monitoring tools adopted by national projects (i.e. MOMS, Mike workbook, SMART) Monitoring tools used for decision making	GEF TF	1,168,130	2,000,000
				Subtotal	7,000,000	58,000,000
			Project management Cost (PMC)[3]	(select)		
			Total GEF Project Financing		7,000,000	58,000,000

If Multi-Trust Fund project: PMC in this table should be the total and enter trust fund PMC breakdown here (   )

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[3] PMC should be charged proportionately to focal areas based on focal area project grant amount in Table D below.

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C. **SOURCES OF CONFIRMED COFINANCING FOR THE PROJECT BY SOURCE AND BY NAME ($)**

Please include letters confirming cofinancing for the project with this form

Sources of Co-financing	Name of Co-financier (source)	Type of Cofinancing	Cofinancing Amount ($)
GEF Agency	WBG	Grant	5,000,000
GEF Agency	UNDP	Grant	3,000,000
CSO	WildCat Foundation	Grant	50,000,000
Total Co-financing			58,000,000

D. **TRUST FUND RESOURCES REQUESTED BY AGENCY, FOCAL AREA AND COUNTRY**[1]

GEF Agency	Trust Fund	Country Name/Global	Focal Area	Programming of Funds	(in $)		
					GEF Project Financing (a)	Agency Fee (b)[2]	Total (c)=a+b
WB	GEF TF	Global	Biodiversity	(select as applicable)	5,000,000	450,000	5,450,000
UNDP	GEF TF	Global	Biodiversity	(select as applicable)	2,000,000	180,000	2,180,000
Total Grant Resources					7,000,000	630,000	7,630,000

[1] In case of a single focal area, single country, single GEF Agency project, and single trust fund project, no need to provide information for this table. PMC amount from Table B should be included proportionately to the focal area amount in this table.

[2] Refer to the Fee Policy for GEF Partner Agencies

E. **DOES THE PROJECT INCLUDE A "NON-GRANT" INSTRUMENT?** (Select)

(If non-grant instruments are used, provide in Annex B an indicative calendar of expected reflows to your Agency and to the GEF/LDCF/SCCF/NPIF Trust Fund).

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F. PROGRAM'S TARGET CONTRIBUTIONS TO GLOBAL ENVIRONMENTAL BENEFITS[4]

Provide the expected project targets as appropriate.

Corporate Results	Replenishment Targets	Project Targets
1. Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society	Improved management of landscapes and seascapes covering 300 million hectares	*20,274,030 hectares*
2. Sustainable land management in production systems (agriculture, rangelands, and forest landscapes)	120 million hectares under sustainable land management	*10,607,994 hectares*
3. Promotion of collective management of transboundary water systems and implementation of the full range of policy, legal, and institutional reforms and investments contributing to sustainable use and maintenance of ecosystem services	Water-food-ecosystems security and conjunctive management of surface and groundwater in at least 10 freshwater basins;	*Number of freshwater basins N/A*
	20% of globally over-exploited fisheries (by volume) moved to more sustainable levels	*Percent of fisheries, by volume N/A*
4. Support to transformational shifts towards a low-emission and resilient development path	750 million tons of CO_{2e} mitigated (include both direct and indirect)	*Metric tons 1,156,187*
5. Increase in phase-out, disposal and reduction of releases of POPs, ODS, mercury and other chemicals of global concern	Disposal of 80,000 tons of POPs (PCB, obsolete pesticides)	*Metric tons N/A*
	Reduction of 1000 tons of Mercury	*Metric tons N/A*
	Phase-out of 303.44 tons of ODP (HCFC)	*ODP tons N/A*
6. Enhance capacity of countries to implement MEAs (multilateral environmental agreements) and mainstream into national and sub-national policy, planning financial and legal frameworks	Development and sectoral planning frameworks integrate measurable targets drawn from the MEAs in at least 10 countries	*Number of countries 1*
	Functional environmental information systems are established to support decision-making in at least 10 countries	*Number of countries 1*

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[4] Update the applicable indicators provided at PIF stage. Progress in programming against these targets for the projects per the *Corporate Results Framework* in the *GEF-6 Programming Directions,* will be aggregated and reported during mid-term and at the conclusion of the replenishment period. There is no need to complete this table for climate adaptation projects financed solely through LDCF and/or SCCF.

ANNEX A: PROJECT PREPARATION GRANT (PPG) REPORTING[5]

PROVIDE DETAILED FUNDING AMOUNT OF THE PPG ACTIVITIES FINANCING STATUS IN THE TABLE BELOW:

PPG Grant Approved at PIF:			
Project Preparation Activities Implemented	*GEF/LDCF/SCCF Amount ($)*		
	Budgeted Amount	*Amount Spent To date*	*Amount Committed*
Bank consultants (2)	80,000	20,000	60,000
WB Travel Costs (Kenya - cost of conference participants, technical resources, etc.)	70,000	0	70,000
UNDP consultant	18,000	18,000	0
UNDP consultant	21,000	21,000	0
UNDP Travel Costs (consultant's missions, travel cost of workshop participants, resource people)	11,000	11,000	0
Total	200,000	70,000	130,000

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

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

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[5] If at CEO Endorsement, the PPG activities have not been completed and there is a balance of unspent fund, Agencies can continue undertake the activities up to one year of project start. No later than one year from start of project implementation, Agencies should report this table to the GEF Secretariat on the completion of PPG activities and the amount spent for the activities; and report to Trustee on the closing of PPG in the quarterly report to Trustee.

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GEF Child Projects under the

GLOBAL PARTNERSHIP ON WILDLIFE CONSERVATION AND CRIME PREVENTION FOR SUSTAINABLE DEVELOPMENT

COORDINATE ACTION AND LEARNING TO COMBAT WILDLIFE CRIME

May 26, 2016

PART II: PROJECT JUSTIFICATION

PROJECT DESCRIPTION

1) The Global Environmental Problem, Root Causes and Barriers that need to be addressed

1.   The two major escalating drivers of biodiversity loss are the illicit trafficking in wildlife and wildlife parts[1] (IWT) and habitat loss. Unprecedented biological or commercial extinction of many life forms is now a critical reality throughout the world, jeopardizing the very foundations of biodiversity, including the future well-being of humans and requiring unprecedented political will, social sacrifice and law enforcement action to stem further losses. Progressively, through the advent of the Convention on Trade in Endangered Species of Wild Fauna and Flora (CITES) in 1976 and the Convention on Biological Diversity (CBD) in 1992, together with a host of national legislative and regulatory instruments and mechanisms, the global community has moved to address the threat to thousands of species of wildlife poised by unfettered trade and the loss of their habitat by increasing funding to protected areas.

2.   Poaching and Illegal trade: The problem is particularly acute in Africa, where charismatic species – the African elephant, white and black rhinos – are being targeted to the brink of extinction. For example, in 2011 the International Union for Conservation of Nature (IUCN) declared the Western black rhino extinct, with the primary cause identified as poaching. The Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) Monitoring the Illegal Killing of Elephants (MIKE) program estimated poaching of 22,000 elephants in 2012 across Africa, and the IUCN Species Survival Commission (SSC) African Elephant Specialist Group estimates that the number of elephants decreased from 550,000 to 470,000 between 2006 and 2013 . Similarly, rhino poaching has reached a crisis point. In South Africa alone, which has by far the largest population of rhinos in the world, there were 1,215 rhinos poached in 2014. This is an exponential increase from the 13 rhinos poached in 2007. Poaching is a major threat to the survival of some iconic species populations and a significant cause to declines of populations of various other important species. For example, poaching threatens populations of big cats, pangolins, gorillas, and many other keystone species in Africa and Asia.

3.   As poaching has become industrial in scale, with criminal organizations coalescing around the facts that wildlife is unguarded, poorly valued and its ownership remains unclear, responses to poaching remain fragmented with a focus on piloting new approaches. This poaching is facilitated by trafficking routes that are not guarded and over which regulatory authorities and private sector transportation entities have no incentives, will or tools to monitor for wildlife contraband.

4.   For example, since 2009, nearly two-thirds of the large ivory seizures by number, and three-quarters by weight, have transpired as containerized shipping through seaports. This is not surprising as container shipping certainly represents the most cost-effective transport option for moving a commodity that is heavy like ivory and

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[1] Illegal wildlife trade, wildlife crime and illicit trafficking in wildlife are used interchangeably in this document. We are using the acronym IWT in this document. According to CITES, 'Wildlife' means all fauna and flora. 'Fauna' are animals and birds, such as tigers and falcons, but also include fish. 'Flora' are plants, such as orchids or cacti, but also include timber and non-timber forest products, some of which are illegally traded at very significant levels. 'Crime', as far as ICCWC is concerned, refers to acts committed contrary to national laws and regulations intended to protect natural resources and to administer their management and use. Wildlife trade is defined as any sale or exchange by people of wild animal and plant resources (TRAFFIC, 2007). Wildlife trafficking is defined as the illegal cross-border trade in biological resources taken from the wild, including trade in timber and marine species (European Commission). Illicit trafficking in wildlife includes both poaching and illicit trade. Poaching is the illicit harvest of an animal, including taking, that is not the allowed species, size, age or sex; using illegal equipment to hunt or fish; failing to acquire a permit to hunt or fish; and harvesting outside of the allowed season or place. Poaching is considered as part of the IWT. (USAID, Measuring efforts to combat wildlife crime. A toolkit for improving action and accountability. October 2015).

the risk of detection is, generally speaking, minimized. Indeed, container shipping presents a major challenge to effective law enforcement as only a small percentage (typically less than 5%) of the containers in trade are actually subjected to inspection of some description. For example, the port of Hong Kong processes over 19 million containers annually. Most African seaports lack expensive technical equipment such as cargo scanner machines that can scan containers. A further complication is that, in general, the focus of inspection in most countries is directed at import trade and surveillance of export traffic is comparatively ignored. Although the value of illegal trade remains uncertain, it has variously been estimated at between USD 5 – 20 billion per annum. These estimates suggest that wildlife crime is the fourth most lucrative type of transnational crime after illegal narcotics, humans and armaments.

5.   IWT has a negative effect on development. When natural resources and wildlife are extracted illegally, it undermines sustainability and is effectively lost income—whether private income (lost wages or depressed prices in legal markets due to increased supply) or public income (foregone taxes and royalties where legal markets exists). Crimes affecting natural resources and the environment inflict damage on developing countries worth more than $70 billion a year. Corruption balloons in concert with crime and degrades security and good governance. As the stock of biodiversity disappears, so too does the integrity of the ecosystem and the investment opportunities that attract the private sector, particularly in eco-tourism and various sustainable natural resource use activities, critical economic drivers in many African and Asian countries.

6.   Habitat Conversion: We also see that improper land use planning is a major contributor to increased competition between different land uses and has exacerbated Human-Wildlife Conflict where protected areas are adjacent to human settlements. The main challenge to be addressed therefore is the fragmented land-use planning and management practices as they intensify competition for land and other natural resources, and create conflict among different users, with negative consequences on livelihoods and biodiversity. Although knowledge on how to effectively manage ecosystems is increasing, very little of the currently available knowledge is being utilized to manage the community land, agriculture farms, forest concessions, etc., to ensure that a landscape management approach to optimize each land use type.

7.   In addition, the lack of ownership/value of wildlife to the communities who live with it has contributed to the loss of wildlife. Since wildlife is in most legal systems considered a state-owned resource, and since communities co-existing with wildlife typically bear the costs of loss of livestock, crops and life without gaining significant economic benefit from wildlife, the wildlife itself may have little or no net positive economic value to the community. What is lacking in most countries is a systematic dialogue on how to best ensure that communities benefit from land and natural resources, consistent with national priorities and legislation, in order to create the fundamental socio-economic conditions necessary for the long-term persistence of biodiversity in line with the objectives of the CBD.

8.   To effectively address the current IWT crisis, seven urgent wildlife issues need to be addressed in a holistic and coordinated way. These issues are highlighted in Figure 1 and described further below.

Figure 1: Seven Urgent Wildlife Issues

- **Insufficient coordination, knowledge, and capacity** – Stakeholders across the IWT value chain lack effective coordination mechanisms, knowledge, and technical capacity to comprehensively combat transnational smuggling and trafficking networks
- **Disenfranchisement of local communities** - Communities who live with wildlife are often not provided with opportunities and incentives to directly and indirectly engage, manage, and benefit from these natural resources
- **Lack of Enforcement** - Enforcement professionals are poorly resourced, inadequately trained, and there is an absence of merit-based state protected areas agencies
- **High corruption levels** - Many low-paid enforcement and other government agency officials receive bribes to conceal wildlife crime
- **Weak legal systems** - Many countries in impacted regions still do not consider wildlife poaching and illegal trafficking a serious crime
- **Ad hoc land use planning, intensive production, and infrastructure development** – Competing demands for land use reduce wildlife management areas to allow for agricultural or other expansive development programs. This exacerbates the loss of wildlife and creates conflict among different users, leading to negative consequences on both livelihoods and biodiversity
- **Lack of awareness and unsustainable demand** - Current national and global efforts to raise awareness and reduce consumer demand for illegally traded products are inadequate and insufficient to change consumer behavior

16.   The global coordinating child project will directly address the urgent issue related to insufficient coordination, knowledge, and capacity.

2) Baseline Scenario

17.　　This project builds on recent recommendations of several national, regional and international summits and meetings convened to address the escalating crisis in the illegal wildlife trade. Some summits have resulted in clear political commitments, including the CITES COP 16 and SC66, the establishment of the International Consortium to Combat Wildlife Crime (ICCWC)[2], London Conference on the Illegal Wildlife Trade in 2014 and the African Elephant Summit in Botswana. The recent release of the European Commission's Strategic Approach to Conservation in Africa as well as the African Environmental Ministers Meeting (AMCEN) is evidence of increasing political commitment. In 2013-2014, no fewer than 18 declarations and pledges stemming from these meetings were committed to by governments, IGOs and NGOs, to tackle the illegal wildlife trade and improve wildlife management. These declarations embody comprehensive approaches to stop poaching and trafficking, reduce the demand and engage communities in wildlife management and seek to enhance their livelihoods.

18.　　Comprehensive advances and collaborative initiatives have been put into place across source, transit and destination countries to combat illegal trade in wildlife through CITES, ICCWC partners individually and collectively, cross regional initiatives such as Operation Cobra II and III regional initiatives such as Wildlife Enforcement Networks, Operation Worthy II[3], work from IGOs and NGOs and at the national level through national plans. Over the last few years, many multilateral, bilateral, IGO, private donors and NGOs funded programs and projects to support country, regional, and global efforts to tackle IWT. A donor coordination effort, currently being implemented under the PPG for this grant, is analyzing IWT donor funding (see paragraph 19 and **Annex 1** for details). This project will leverage the efforts and activities to combat wildlife crime that key organizations are carrying out and with whom this project is associated. An overview of IWT activities of these agencies is included in **Annex 2**.

19.　　Since approval of the PFD in June 2015, the World Bank has led several activities to enhance donor coordination. This effort was initiated in July 2015, when a donor roundtable on combatting illicit trafficking in wildlife was organized by CITES, the World Bank, UNEP, UNODC, and hosted by UNDP in New York. At this meeting, the World Bank agreed to coordinate an assessment of donor funding to combat IWT. On January 14, 2016, at the CITES SC66 meeting in Geneva, the WBG organized a second donor roundtable to present the terms of reference for the study and receive feedback. At this meeting, agreement was reached on the title "Donor Portfolio Review of International Funding to Tackle IWT", scope and timetable of the study. Details of the portfolio review, including the participating institutions, are included in **Annex 1**. The purpose of the analysis is to map the donor space to assess the current state of international funding to tackle illicit trafficking in wildlife. This current state assessment will create a baseline the donor community can build upon, which in consultation with recipient countries, can help establish the future state for IWT financing. This strategic effort will help enhance donor collaboration and fill financing gaps for priority geographical/IWT intervention areas. The Bank has completed an initial analysis of its portfolio, and conducted the initial coordination with key donors to collect and review their portfolios. Upon completion of the data collection and review, the Bank will analyze, enhance, and report on the donor portfolio. Presentations related to this analysis will occur during major international meetings (i.e. the CITES COP 17 and Vietnam IWT High Level Meeting).

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[2] The International Consortium on Combating Wildlife Crime, ICCWC, is a collaboration between the CITES Secretariat, INTERPOL, UNODC, World Bank and the World Customs Organization. Each member organization conducts a number of anti-wildlife crime activities under their specific mandate, collaborating on certain projects.

[3] Operation Worthy II was supported by The Wildcat Foundation and IFAW through INTERPOL's Project Wisdom. Project Wisdom aims to disrupt and dismantle the major transnational criminal syndicates engaged in the illegal trade of African elephant ivory and rhinoceros horn, by encouraging communication, cooperation and collaboration with respect to intelligence exchange, cross-border investigations, and capacity building.

20.   Internally, the GWP team has coordinated across geographies, global practices (GP), and crosscutting solutions areas. For example, GWP has collaborated with the WBG Integrity Vice-Presidency and CITES to prepare training module for government officials to use Anti-money Laundering Tools to detect and criminalize wildlife crime. The team has engaged with staff from the Environment and Natural Resources GP located in Africa and Asia to leverage operational and technical knowledge, and with the Trade & Competitiveness GP to explore the potential for nature-based tourism and how to engage communities in activities that bring them benefits from wildlife. Staff from the legal department have also been assisting GWP, by looking at the strengths and weaknesses of the legal framework in different countries as an effective strategy to stop poaching and illegal trafficking. The GWP team will continue to coordinate with staff from these GPs, and will reach out to Governance, Transport & ICT GPs to successfully scale the solutions deployed by national country partners and bring in expertise across the interdependent sectors that are impacted by IWT. In addition, collaboration efforts will include engagement with staff working on climate change, fragility, conflict & violence, gender, jobs, and public-private partnerships solutions areas.

 3) Alternative Scenario

21.   This global coordinating grant is a key component of GWP. As described in the PFD, it is structured across the IWT supply chain that includes source, transit, and consumer countries. The theory of change (TOC) for the program sets the structure for GWP. The GWP TOC can be summarized by a series of interventions along the value chain from source to transit to demand. Illegal Wildlife Trade will come to an end, if there is concerted effort to stop poaching and empower local communities to be the stewards and beneficiaries of wildlife, combined with controlling crime and trafficking along the value chain, and reducing demand for illegal wildlife. These series of interventions should, in the long term, result in healthy wildlife populations sustainably management within national parks, and by local communities and landowners on the ground for the benefit of those along the legal value chain of the products currently traded illegally. Figure 2 highlights the key components across the IWT supply chain.

Figure 2: Alternative Scenario - Theory of Change
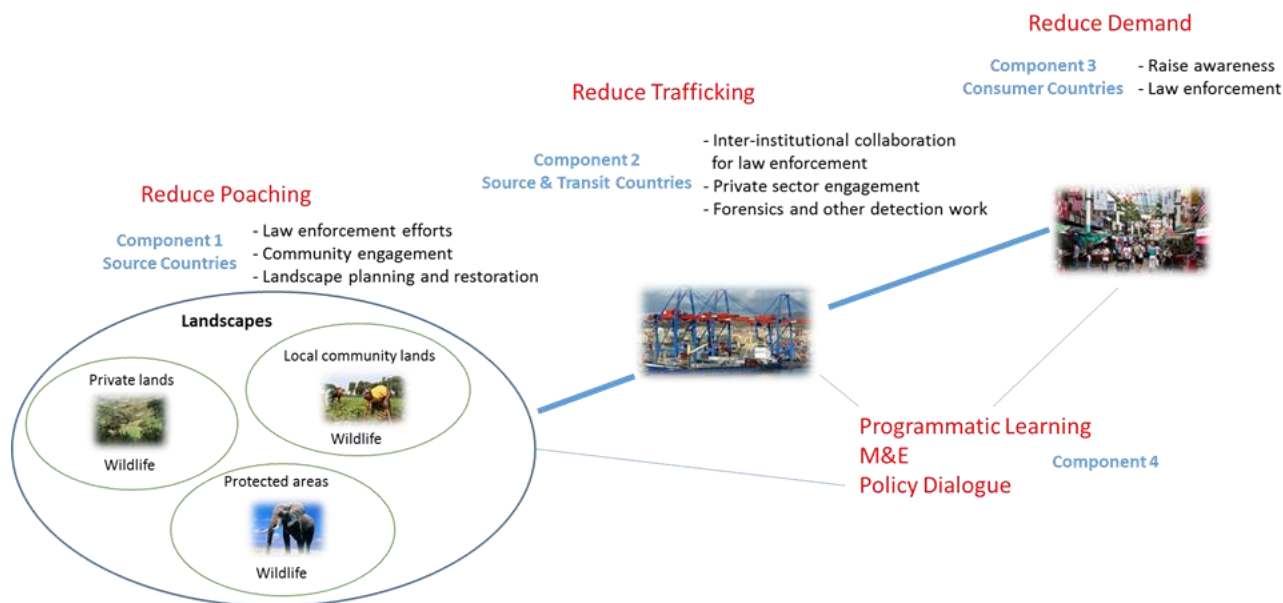
22.   Key pillars of GWP are intended to facilitate coordination, efficiency, and effectiveness of the national project activities.

23.   To capitalize on their long-lasting support to African and Asian countries' efforts on biodiversity conservation, the World Bank Group (WBG), the United Nations Development Programme (UNDP), the United Nation Environment Programme (UNEP), World Wildlife Fund (WWF), International Union for the Conservation of Nature (IUCN), and the Asian Development Bank (ADB) launched a collaboration on a *Global Wildlife Program (GWP)*. These GEF implementing/project agencies joined forces with developing country governments, the GEF, and various donors and conservation partners, including the CITES Secretariat, WCS, Traffic and WildAid to address the wildlife crisis while contributing to poverty reduction and sustainable development. In June 2015, the GEF Council approved the seven-year GWP[4] with an initial investment value of **US$ 90 million GEF** funding for **12 projects** - eleven national projects in Africa and Asia and one global project executed by the WBG/UNDP. Each of these projects will be leveraging from other donors around US$ 513 million in kind/cash and other grants or loans.

24.   The national projects tailored to specific country needs and investments will ensure optimization of economic benefits from natural resources management, strengthening protected areas, support to anti-poaching, tourism development, training on park management and reinforcement of criminal intelligence, livelihood development compatible to conservation and landscape planning and biological corridor development. The WBG will lead the global coordination and knowledge exchange components of GWP (this TA), to enhance the individual results achieved by national projects. UNDP, in parallel, will lead a coordination and learning effort to promote best practice ports & collaboration between African and Asian countries and agencies involved in efforts to reduce maritime transport of illegal wildlife products, especially ivory. The global project will enhance coordination among stakeholders, monitor outcomes of national projects, support preparation, develop a knowledge management platform (see Component 3 description on page 13 – section 4 for more details), and strengthen key institutions involved in wildlife law enforcement through support to ICCWC. The WBG coordination activities will help maximize the potential national project impacts.

25.   National governments, in partnership with NGOs, CSOs, will execute each national project. The initial countries included in the program are Botswana, Cameron, Congo (2 projects), Ethiopia, Gabon, India, Indonesia, Mozambique, Tanzania, and Zambia. Eight additional countries submitted projects for inclusion into this Program.

26.   When the nine additional national projects are approved by the GEF council, the Program will include 21 child projects. This will represent a GEF investment of US $131 million. Co-financing will be provided from various sources, including GEF agencies, recipient governments, donor agencies, CSOs, and the private sector. It has been estimated to a total of US $704 million in co-financing. The type of co-financing will include in-kind, grants, loans, and cash. Table 1 contains additional information on the individual projects, amounts, and the responsible GEF implementing agency.

27.   Collectively, these national projects form a program that can support the scaling of IWT solutions and technical interventions. A highlight of key GWP features are included below.

28.   **The Program will intervene along the illegal supply chain**. Priority Program investments focus on emergency short-term interventions to combat wildlife crime and ensure land use planning reflects the real value of wildlife, while establishing longer-term incentives. Emergency interventions focus on stopping poaching,

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[4] The formal title of the GWP is "Global Wildlife Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development".

trafficking, and illegal trade. Longer-term interventions focus on promoting sustainability, community benefits, and effective governance by communities, including through land use zoning and natural resource rules and practices.

29.   **The Program uses a multifocal approach to address all the by-products of the wildlife crisis**. The root causes of wildlife crime are the poverty of local communities and the seven urgent wildlife issues previously referenced. To address this crisis, an integrated and scalable program establishes the platform to introduce optimal interventions at a landscape level and across multiple economic sectors.

30.   **The Program targets Program 3 of the GEF-6 (2014–18) Biodiversity Strategy,** *Preventing the Extinction of Known Threatened Species*, a newly designed program focused on hunting, poaching, and the illegal trade of endangered species. The Program also targets other focal areas and strategic objectives of GEF-6, including biodiversity, land degradation, climate change, and sustainable forest management.

31.   **The Program seeks to increase coordination and leverage resources among donors**. The Program aims to coordinate donor investments to enhance biodiversity conservation, natural resources management, tourism development, and poverty reduction. A key guiding principle is the establishment of stronger incentives for local communities to engage in wildlife and natural habitat protection while reducing their poverty levels and for public-private partnerships to support sustainable local development at the landscape level.

32.   **The Program will leverage knowledge and partner capabilities from other development sectors** (such as transport, trade, and financial sectors) and the private sector. New integrated approaches, methodologies, and technologies can enhance targeted site interventions and data driven decision-making to successfully combat wildlife crime.

33.   **The Program will have global, regional, and national interventions**. The WBG global coordinating project will establish a learning and coordination platform to promote enhanced IWT interventions and increase technical capabilities. Country-based and regional projects will focus on designing and implementing national strategies to improve wildlife and protected area management, enhance community livelihood benefits, reduce poaching, curtail IWT, and reduce demand.

34.   **Each project will secure significant co-financing from governments and other sources** to apply the GEF incremental funding as a catalyst to strengthen the effectiveness, breadth, and sustainability of the GEF investment. The global coordinating grant will leverage $58 million in co-financing.

Program Objective, Indicators, and Components

35.   The objective of this global learning and coordination child project is **to create and implement an effective coordination, knowledge management, and communications platform** for the GEF-funded *Global Wildlife Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development.*

36.   The WBG and UNDP will lead different parts of this child project, with a focus on the following four components:
   a.   Program coordination (WBG)
   b.   Strategic partnerships (WBG and UNDP)
   c.   Knowledge management and communications (WBG)
   d.   Monitoring and evaluation (WBG)

37.   The key outcome indicators for the child project are shown in the table below.

Component Description	Sub-component	Agency	Outcome indicators
Component 1 - Program coordination: *Strengthen collaboration among key stakeholders*	1.1 Coordination among GWP implementing agencies and participating countries.	WBG	GWP national country and ***international donor coordination roundtable*** (IDCR) established
	1.2 Coordination with the international donor community supporting IWT efforts		
Component 2 Strategic partnerships: *Leverage actions by key actors to combat IWT globally*	2.1 Partnership with ICCWC	WBG	Number of ICCWC supported initiatives
	2.2. UN Wildlife initiative	UNDP	Number of UN wildlife supported initiatives
	2.3 Coordination with organizations tackling the maritime trafficking of wildlife products	UNDP	Number of seizures
Component 3 – IWT knowledge management and communications: *Establish a knowledge management and communications platform to support national projects and other program stakeholders to combat IWT*	3.1 Knowledge Management	WBG	Establishment of an IWT community of practice
	3.2 Communications	WBG	Effective communications of the Program's activities and impact
Component 4 - Monitoring and evaluation (M&E): *Develop and deploy a Program monitoring system*	4.1 Efficient and reliable M&E framework and supporting tools.	WBG	Program monitoring system successfully deployed

38.   The four components of this child project will support intergovernmental and donor coordination, strategic partnerships, knowledge management and communications, and the use of standardized M&E processes and tools.

Component 1: Program Coordination

39. **This component aims at strengthening collaboration among the GWP implementation agencies and the participating countries and the international donor community.** IWT is a global environmental issue that cuts across borders and sectors. To effectively stop poaching and trafficking of wildlife and wildlife products, effective coordination among key stakeholders is needed to increase awareness of actual needs, capabilities, and qualifications. Coordination at the international and national levels is a challenge due to disparate conservation activities that are implemented by numerous organizations and supported through a diverse range of investments. Recipient countries, donors, and conservation partners are too often not aware of the full range of activities taking place in target countries, or similar activities implemented in other locations that have synergies and can strengthen conservation efforts. This gap has been identified in every international declaration over the past two years (i.e. London Summit, Kasane Summit, etc.). Increased visibility into ongoing IWT efforts across species, regions, and donors is needed to enhance investment results. This is especially true if IWT is to be considered a major issue beyond the environmental sector.

40. This component will be implemented through two inter-related sub-components: i) coordination among GWP implementing agencies and participating countries and; ii) coordination with the international donor community supporting IWT efforts.

41. Sub-component 1.1: This sub-component aims to coordinate amongst the GWP implementation agencies and the participating countries. The coordination role with the implementing agencies and country-based projects started with the establishment of the Program Steering Committee (PSC) in New York, on September 2015. The PSC includes the GEF implementing agencies and other leading organizations combatting IWT (i.e. TRAFFIC, WCS, CITES and WildAid). For a detailed description of PSC refer to Annex 3. The PSC will raise the profile of the GWP across international fora (i.e. CITES COP17, IWT Vietnam, etc.). It will also increase awareness of ongoing activities and events, and identify opportunities to support the coordination amongst individual national projects. Special emphasis will be put on coordination amongst countries that share international borders as investments in one country are likely to have impacts beyond its borders. The PSC will meet in person once a year and virtually three times a year to discuss matters related to cross-border coordination opportunities, including regional and global events. The PSC will advise on the organization of at least one GWP annual meeting per year between African and Asian countries to discuss key poaching, trafficking and demand reduction topics and GWP activities. These exchanges will be complimented by the anti-trafficking activities carried out by UNDP as part of this coordination grant (see sub-component 2.3).

42. Sub-component 1.2: This sub-component aims to increase coordination among international donors that are combatting IWT. The international donor community requested the GWP to lead an assessment of the current state of funding to combat illegal wildlife trade. This initiative aims at collecting, analyzing, and reporting on the financial investments of key donors to combat the current global IWT crisis. During the fall of 2015, the WB developed and obtained donor agreement on terms of reference for this analysis. In January 2016, the Bank conducted a donor roundtable event at the CITES SC66 meeting. This in-person meeting to launch the donor coordination effort was followed by two virtual events that brought together over two dozen-donor participants. This donor coordination effort is reaching over 30 institutions, including bilaterals, multilaterals, foundations, and NGOs based in Asia, Europe, and North America. Once the analysis is complete, a summary will be presented at the CoP 17 in Johannesberg, South Africa, and a report will be developed and launched on November 2016 at the fifth international conference on IWT in Vietnam. As a result of the leadership provided by the WB for this initial effort, the G 7- Roma Lyon Group approached the Bank to potentially become the focal point to develop a capacity building roadmap and international database on Wildlife Trafficking mandated by this group. Using the report to be presented in Vietnam, the coordination grant will establish an *International Donor Coordination Roundtable (IDCR)* for donors to convene and exchange information on their programs and projects. The GWP will convene virtual quarterly meetings of the ICR for donor representatives to discuss existing contributions, trends, and target

investment areas for priority geographical/IWT interventions. More importantly, the donors siting at the IDCR will have the opportunity to discuss the options to ensure the sustainability of the investments made during the initial stages of implementation of the child projects. It is envisioned that the IDCR will engage the governments of the participating countries for consultations on needs, to help identify financing gaps.

43.   In short: This component will bring together the participating countries to achieve the program goals and position the GEF-funded GWP at the center of international efforts to combat the illegal killing and trafficking of wildlife and wildlife products. The coordination grant will establish and support the IDCR, a unique fora to bring together the IWT donor community to optimize donor activities in key range, transit, and consumer countries. These goals will be achieved by the engagement of the organizations that make up the PSC, led by the WBG.

Component 2: Strategic Partnerships

44.   **This component aims at leveraging actions by key international actors to combat IWT globally.** There are three sub-components: 1) partnership with the International Consortium to Combat Wildlife Crime ((ICCWC) WB)); 2) UN Wildlife Initiative (UNDP); 3) coordination with organizations tackling the maritime trafficking of wildlife products (UNDP).

45.   Sub-component 2.1: This sub-component aims to coordinate and leverage the support of specific ICCWC activities designed to promote effective law enforcement nationally and internationally. ICCWC is a major international player in combatting IWT and is frequently reference in the various UN resolutions (i.e. UNGA, CITES, UNEA), as well as the recent IWT London Declaration. The GWP will work with ICCWC members to determine priority activities. Potential activities the GWP can support include: (i) mapping major source areas, trafficking networks, and end markets; (ii) sharing lessons learned on effective interventions; (iii) revision or application of toolkits for law enforcement, trade, and customs officials to expedite its use and results; and (iv) deliver trainings to build capacity to use these tools and strengthen wildlife enforcement networks (WEN).

46.   Sub-component 2.2: This sub-component will support a UN Wildlife Initiative that will coordinate and leverage all the IWT efforts currently carried out separately by UNEP, UNDP, UNODC and CITES. UNDP will lead this sub-component. The UN Wildlife Initiative formally establishes a task force, which will serve as the primary delivery mechanism to bring together these UN agencies to coordinate action on the ground and collectively respond to the requirements of the UNGA IWT resolution. This UN task force will develop various communications and awareness raising campaigns to drive action on the ground. For example, it recently launched the Wild4life communications campaign at UNEA 2. Going forward, it will continue to coordinate to implement similar communications and awareness raising efforts.

47.   Sub-component 2.3: This sub-component aims to tackle the maritime trafficking of wildlife products (such as ivory), from Africa to Asia. This sub-component will involve close collaboration with a comprehensive range of stakeholders, including national governments, ICCWC partners, United for Wildlife (UfW) partners (including members of the UfW Transport Task Force), enforcement agencies (including police and customs) and key private sector stakeholders (mainly Dubai Customs World). It will focus on strengthening capacity and incentivizing performance at ports by changing behavior among industry stakeholders. This sub-component aims to go beyond the status quo of making seizures as an enforcement measure, and increase opportunities for "controlled deliveries[5]"

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[5] A controlled delivery is a tool used by law enforcement agencies to identify persons connected with criminal activities and to gather evidence against them. It is a technique that has been employed extensively in relation, for example, to combating illicit trafficking in narcotics but it can be used equally effectively with regard to illegal trade in wildlife. Although it is usually associated with controlled importations, transit and (to a lesser extent) exportation and is, thus, primarily used in relation to transnational crime, there will also be circumstances when it could be employed nationally, i.e. solely in-country. The primary focus will be upon transnational crimes, where wildlife of an illegal origin is being smuggled across international borders. Particular responsibilities are required of agencies that engage in controlled delivery operations. These differ, depending upon the stage at

and intelligence-led investigations and prosecutions. It will achieve this through automation of port management and container clerance systems, establishment of a risk assessment engine, strengthening south-south and inter-agency cooperation, and implementing various knowledge management efforts. It will also support ICCWC activities to build upon their collaborative efforts to cover the port-based and maritime aspects of wildlife crime law enforcement capacity. A key feature of this sub-component will be the implementation of a self-monitoring system for port management authorities (a "Port Management and Anti-Trafficking Evaluation" tool, "PortMATE"), consisting of port-specific and national-level indicators relevant to wildlife law enforcement at ports (such as risk assessment capacity, screening facilities and inter-agency cooperation). The PortMATE tool will benefit from co-financing by Dubai Customs World. Anti-corruption activities will also be implemented at ports in order to maximize the impact of the increased capacity for law enforcement.

48.   In short: This componet will allow the GWP Program to efectivelly engage and leverage the actions taken by key international actors to combat illegal wildlife trade (IWT) globally: ICCWC (WBG), the UN Wildlife Initiative (UNDP); and with organizations tackling the maritime trafficking of wildlife products. These are among the three most holistic initiatives, beyond the GEF-funded GWP program, tackling IWT across supply, transit, and demand countries.

Component 3. **IWT knowledge management and communications**

49.   **The aim of this component is to establish an IWT knowledge management and communications platform to scale up best practices, leverage lessons learned and drive innovation in support of national projects and other program stakeholders to combat IWT.** There is a tremendous amount of work done by many stakeholders to combat IWT. The level of commitment and dedication of those involved, especially those in the front lines, is commendable. Still, it is easy to feel overwhelmed by the amount of information and the lack of connectivity across knowledge resources. Also, practitioners do not have the time or need to synthesize this knowledge and disseminate it to others. Furthermore, knowledge required to address complex issues are often found with a few individuals, organizations, or systems. Client countries often voice concerns they do not have the technology, knowledge and capacity to combat IWT as it is complex and dynamic. To effectively prepare and implement interventions that tackle wildlife crime across the IWT value chain, GWP stakeholders require the latest crosscutting knowledge of cost-effective tested solutions.

50.   This component will be implemented through two inter-related sub-components: i) IWT knowledge management; and ii) communications platform.

51.   <u>Sub-component 3.1: IWT knowledge management (KM)</u>: The objective of this sub-component is to accelerate sharing of lessons learned and best practices to help the 20 national projects design and deliver effective interventions that tackle wildlife crime across the IWT value chain. This sub-component will support the development and implementation of a robust KM platform to support the national projects. In order to build this platform, the GWP will make operational the following definition of KM: "The process of capturing, sharing and effectively using knowledge".

52.   **To capture knowledge**, the GWP will use two approaches: 1) gather internationally recognized best practices on common themes for country-based projects; and 2) collect lessons learned relevant to the particular structure of the country-based projects.

53.   The GWP will identify and collect international best practices and knowledge sources on an on-going basis from internationally recognized experts, institutions, and from field practitioners that successfully implemented

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which an agency is involved, and it is vital that all those involved are aware of what will be expected of them. One break in what may be a complex law enforcement chain, which may stretch for thousands of miles, can spell disaster for a successful operation."

solutions that delivered positive results. The criteria to select specific knowledge will be based on the needs of the national projects. The GWP, through initial consultations with the PSC and national projects executors, has identified initial thematic issues that will be used for the knowledge exchanges and to build an *IWT Community of Practice (CoP)*. A list of priority thematic issues is presented below. This list will be enhanced through periodic consultations with the national projects regarding their priority needs and identification of new experts and best practices. It will also adapt to the dynamic IWT knowledge field from all program stakeholders (national projects, PSC, donors and experts) that is constantly evolving and innovating. Once the best sources of knowledge are identified, GWP will engage these experts to share their existing tools or prepare tailored materials and tools through virtual and face-to-face Learning Events to exchange knowledge with the national project teams.

54.   The intial KM themes identified by the GWP can be grouped into different levels of impact and include:

    A.   Site:
            1.   Engaging communities in combating IWT
            2.   Mitigating human wildlife conflict
            3.   Site–level information and monitoring tools and systems
            4.   Site-level anti-poaching enforcement techniques
            5.   Use of innovative technology to combat poaching
    B.   Landscape:
            1.   Remote sensing and land use planning tools
            2.   Wildlife population and migration research
    C.   National:
            1.   National plans and strategies (i.e. ICCWC, NIAP, NEAP, HWC, etc.)
            2.   Inter-agency IWT task forces
            3.   National crime/criminal intelligence and information systems
            4.   Guided enforcement operations
            5.   National level legislation and law enforcement (i.e. prosecutorial and judicial capabilities)
            6.   Anti-corruption and anti-money laundering measures
            7.   Innovative Information/awareness methods (i.e. Whistle Blower Center, Social Media, etc.)
    D.   Regional:
            1.   Regional wildlife enforcement networks (i.e. WENs)
            2.   Joint enforcement operations

55.   For the collection of the lessons learned relevant to the particular design of the country-based projects, the GEF Agency and participating Governments will collect the thematic and geographic information relevant to the design of the proposed structure of the country-based projects as described in the child projects. This will be a critical step in the capturing of knowledge to ensure that the proposed interventions have been tested and proved effective in similar geographic, political and cultural conditions. Sources of information include, but are not limited to the terminal evaluations of GEF projects, thematic and geographic evaluations made by the GEFIEO, and GEF Agencies' relevant documentation as appropriate.

56.   To share knowledge, the GWP will build an IWT Community of Practice (CoP) that will include the GWP country teams and other members of the IWT community of practitioners, including donors and experts. This CoP will be brought together through virtual and in-person learning events and supported by various online systems and tools. The GWP coordinating grant will support the IWT CoP through the implementation of various KM practices. These practices will include knowledge events, systems, and tools that provide participating countries with the knowledge and resources to enhance the design and implementation of country-based projects. The coordinating grant will share knowledge and lessons through the following activities: (i) annual GWP Conference; (ii) specialized IWT workshops; (iii) virtual sessions; and (iv) field visits and study tours.

i.   Annual GWP Conference: the coordinating grant will support the organization of a GWP annual conference to bring together national project leaders to exchange knowledge, learning, and engage in an idea exchange forum. The annual conference will serve as an important mechanism for national project leaders to network, present project results, obtain input from peers and get inspired by hearing from leading practitioners and conservation visionaries. The PSC members (UNDP, UNEP, IUCN, WWF, ADB, TRAFFIC, WCS, CITES and WildAid) and STAP will play a key role in the annual GWP conference, and will constantly thrive to bring recognized experts and institutions and/or from field practitioners that successfully implemented solutions that delivered positive results. GWP delivered the Nairobi Conference on May 18-20, 2016 that was officialy opened by the First Lady of Kenya, Ms. Margaret Kenyatta. It was attended by over 60 participants from 13+ countries and focussed on "Engaging communities in wildlife conservation".

ii. Specialized IWT Workshops: The grant will support specialized IWT workshops and guided learning sessions to provide Program stakeholders with opportunities to learn and share knowledge. Workshops will include lectures, panel discussions, expert interviews, and dynamic training sessions. These events will share information on relevant applied solutions and ideas to address real-world IWT challenges and opportunities. Many of these targeted workshops will be jointly delivered between GWP in collaboration with the PSC members, STAP and national governments that may be interested in more specific topics. For example, the Gabon national project has already requested support to GWP for a workshop on "Proved solutions to human wildlife conflicts" and has set aside funding to co-finance such a workshop with GWP or other partners.

iii. Virtual IWT Sessions: The grant will support on-line sessions leveraging the WBG wide audio-visual capacities in its country offices around the world and through the use of the Global Development Learning Network (GDLN), WebEx (which it is already using extensively for live meetings and recording of presentations), and Adobe Connect platforms to facilitate interaction and forge partnerships amongst Program peers. These events will disseminate IWT knowledge, facilitate active discussions on various interventions or project developments, and bring cutting-edge global or south-south knowledge to project audiences. Video technology and recording sessions will make knowledge available to audiences unable to participate live or in person. Since approval of the PFD in June 2015, three virtual knowledge exchange sessions have been delivered (i) "Site Based Law Enforcement Monitoring"; (ii) "Engaging Communities to Combat Wildlife Poaching"; and (iii) "Wildlife and Forest Crime Analytic Toolkit: Lessons Learned". These sessions have already proven to be successful by the number of participants that increases gradually. Examples of planned virtual learning events for the remaining of calendar year 2016 include: (i) South Africa – Strengthening Judiciary systems; (ii) Gabon – UNDOC criminal intelligence system; (iii) Wildlife Crime Tech Challenge – National Whistle Blower Center; and (iv) Laos -National information system to report wildlife crime.

iv. Field Visits and Study Tours: This sub-component will support the funding of field visits and study tours to specific countries in Africa or Asia to bring together Program stakeholders to share knowledge and meet specific learning goals. These types of learning events will provide national project delegations with on-the-ground joint experiences of specific IWT challenges. The sub-component will consider field visits for unique circumstances, for a set of Program stakeholders and will blend these activities with preparatory virtual meetings and well-defined follow-up actions. If possible, video technology will be used to make Field Visit knowledge available to audiences unable to participate in field activities.

57.   All materials and lessons learned will be shared to support project development and implementation. This is currently being done through a "Box" online collaboration site designed by the WB and accessible to project

developers and partners via internet and mobile devices. The knowledge, results, and products derived from the learning events in the form of recordings, presentations, and printed materials are shared with program stakeholders. As the program moves forward, all these materials will be shared with the countries and other interested stakeholders through a web-based knowledge repository (virtual library).

58.   To effectively **use knowledge**, the GWP coordinating grant will collaborate with national partners and other program stakeholders to encourage the use of knowledge captured and shared to promote its use by the project developers and executing partners, to assist in the design of the CEO Endorsements and project implementation (i.e. adaptive management). As the program moves forward, the coordination grant will periodically assess the applicability and effective use of the by requesting feedback from national project teams and other stakeholders.

59.   Sub-component 3.2: Communications platform: The GWP will develop and implement a communications platform to provide guidance and a protocol for Program communications to various audiences. It will leverage existing communications activities, methods, and channels to reach desired audiences. Further, it will integrate new tools where feasible. Sample communications products include: (i) brochures, website briefs, presentations, and publications; (ii) an online platform to deliver two-way communications for the Program, which may include frequently asked questions (FAQs) and other proactive information to improve coordination among Program stakeholders and other donors; and (iii) a social media presence, to include blogs and discussion forums, to reach diverse audience. This subcomponent will also communicate Program information to donors, the GEF Council, Scientific and Technical Advisory Panel (STAP), and other key stakeholders to provide information on Program's impact. To the extent possible, it will use Program/national project reports, data, and analytical information (i.e. GIS analysis) to include in communications strategies and tactics. Communications activities will help publicize GWP, raise awareness to key IWT issues, and potential solutions. In addition, the subcomponent will support the development of a communications package that national projects can tailor to inform their stakeholders of project progress and key messages as well as training on how to use it. This subcomponent will also apply no cost/low cost survey tools (i.e. survey monkey) or various forums to communicate with and obtain feedback from program stakeholders.

60.   In short: This component will deliver a unique and comprehensive knowledge management and communications platform to support a global IWT CoP. This initiative will collect and share practical and relevant information amongst practitioners in participating countries and to other IWT practicioners globally. Similarly, the communications platform will create a robust and targeted set of communications products to deliver key messages emerging from the implementation of the GWP through multiple channels.

Component 4: **Monitoring and Evaluation (M&E) - (WBG)**

61.   **This component aims to develop and deploy a monitoring system specifically tailored to track progress of the GWP.** Another key issue present with IWT investments, and in fact most conservation projects, is the ability to design and implement results frameworks that capture quality data on investment impacts. Establishing causality and attributing results to specific project interventions is a consistent challenge. Feedback on existing M&E tools and approaches, including the GEF tracking tools, are that they are too complex to implement, rely on disparate data sources, and require a significant amount of specialized resources that are often not adequately budgeted for or available at the time and location those services are needed. These problems are significantly compounded when managing results across a portfolio of investments in countries that vary significantly in their capabilities, capacity to apply best-in-class methodologies, and processes used to collect and analyze data. These are key drivers for having an M&E component in the GWP to fulfill these needs.

62.   At the Program level, the WBG, with input from the PSC, GEFSEC, and STAP designed a draft GWP M&E framework that includes Program level outcomes and indicators. Feedback from national project partners and

technical specialists was provided on this draft M&E framework in January 2016 during a knowledge exchange event, which was used to enhance it. The updated GWP M&E framework is shown in Annex 5 and was provided to the national projects to reference as they develop their project interventions and project-specific M&E framework.

63.   The GWP team is currently developing a "GWP tracking tool (TT)" that will be used to report on Program-level impact and key performance indicators. The tracking tool indicators were selected from the M&E framework shown in Annex 5. Once approved by the GEF, the GWP tracking tool will be deployed to the national projects. Guidance and training will be provided on the GWP tracking tool to national project teams to support their understanding and adoption of the Program level indicators. The individual countries will use the GWP tracking tool to report contributions from their national project interventions to the Program-level indicators. National level projects will submit data to the GWP team at baseline, mid-term, and completion. With the exception of a few required outcome indicators that will be reported on at the Program level, national projects have flexibility to build their project-specific M&E framework. This flexibility will accommodate agency and country specific requirements.

64.   In short: This component delivers a TT tailored to the GWP and national projects to streamline portfolio level reporting and support a collaborative adaptive management process. It consolidates disparate indicators relevant to the IWT crisis and enables more effective risk management and performance management.

Project Financing

65.   The Project will be funded by two GEF grants. One US$5 million grant to the World Bank to execute components #1, #2 (subcomponent #2.1), #3 and #4 and one US$2 million grant to UNDP to execute component #2 (subcomponent #2.2 and #2.3). Detailed estimated annual budget by component and agency is presented in **Annex 5**. The estimated co-financing for the total coordinating grant is US$58 million. The estimated co-financing for the WBG components are US$ 55 million (US$5 million from the Bank operations in Tanzania, Mozambique and Laos and US$50 million from the Wildcat Foundation for components #3 and #5). The estimated co-financing for the UNDP component #4 is US$ 3 million and is likely to include The Royal Foundation, Dubai Customs World, and UNODC.   Both GEF grants will be implemented and executed by the WBG and UNDP respectively, in line with the WBG, UNDP and GEF Policies.

4) Incremental Reasoning and Expected Contributions from the Baseline, the GEFTF and Co-financing.

66.   The project will provide incremental funding across the suite of project interventions that builds on the existing funds to fight wildlife crime at the domestic level, as well as on financing from development assistance that focuses on supporting stronger NRM in pursuit of ending wildlife crime. Governments will provide substantive and significant co-financing in cash, grants, and in kind for the projects related to the proposed interventions (including investments in the Protected Area system, law enforcement on site and along the criminal chain), upcoming loans from MDBs, contributions from the UN Agencies country programs, development agencies (i.e. GIZ, USAID), and grants from other donors, including commitments resulting from the EU's "Larger than elephants: Inputs for the design of an EU strategic approach to Wildlife Conservation in Africa", the Clinton Global Initiative, and the US National Strategy for Combating Wildlife Trafficking.

5) Global Environmental Benefits and/or Adaptation Benefits

67.   This project focuses on leveraging economies of scale and delivering results more quickly through coordination and knowledge management. Doing this will have immediate and longer term socio-economic benefits for all relevant stakeholders to include all participating agencies and organizations in addition to countries with limited capacity to address wildlife crime. Combating wildlife crime saves species but it also curbs corruption. This

also directly benefits local people often kept poor by the bevy of corrupt practices that forestall development and progress. Moreover, combating wildlife crime reduces insecurity and crime in rural areas that otherwise lack the assets that attract crime. It will also ensure species and their habitats are better managed and more resilient, thus creating the conditions for communities to continue to use nature as a social safety net, particularly as climate change uncertainty exacerbates already tenuous lives.

68.   Local and national treasuries benefit in two ways: first, increased revenes from legal trade in natural resources are assured as the risk of contraband entering trade chains is reduced, and legal businesses that benefit from reduced corruption and a better and safer business environment, can provide improved tax revenues. Governments can also legally exploit natural resources in a sustainable way rather than simply watch as that asset is strip-mined, robbed and ruined.

69.   International trade benefits from removing illegal contraband from trade flows, which in turn reduces the cost of surveillance and detection. Removing contraband also speeds up trade flows and reduces the risk of shipments being seized or stopped at borders when legal goods as well as contraband can be held up indefinitely.

6) Innovation, Sustainability and Potential for Scaling-up

70.   *Innovation*: While there have been some projects and initiatives to protect single species (i.e. tigers, rhinos, and elephants) or particular spaces, this is the first time that a suite of investments will be coordinated to respond to a key driver of biodiversity decline, namely illegal wildlife trade. Interventions will not simply focus on a single species or site, but rather on the mechanisms and underlying enabling conditions that provide the opportunities for criminal activity.

71.   *Sustainability*: This program will innovate across technology, finance and governance pillars to reduce the cost of combating wildlife crime. Using a coordinated approach, the GEF agencies will work together and in collaboration with other key donors and interventions to shift the baseline for wildlife crime such that the risks will outweigh potential rewards, especially as the supply is reduced and demand dries up. Building good policies, the capacity to implement them and strong institutions across the criminal chain and in source-transit-demand countries, will establish the enabling environment for preventing IWT. The long term sustainability of improved NRM that underlies successful prevention and deterrence will rest in the hands of the National Governments and the agencies in charge of the management of these areas. Securing alternative development pathways that rely on a resilient and healthy wildlife stock – such as tourism – and that benefits communities will also reduce the opportunistic elements associated with this crime.

72.   *Potential for scaling-up*: The program will catalyze different innovations across its child projects and then coordinate learning that can be deployed at speed and scale across all sites. A particular focus on identifying consensus indicators to measure success and allow for causation to be established will allow for smarter investment going forward, which in turn can tap new streams of finance that are results based. The policy and coordination platforms will crowd-in investment going forward and ensure that future interventions can be more effective, accelerate delivery and results, and avoid mistakes.

Child Project

73.   This global project is one of the 21 child projects under the GLOBAL PARTNERSHIP ON WILDLIFE CONSERVATION AND CRIME PREVENTION FOR SUSTAINABLE DEVELOPMENT**.** It supports Component 4 of the Program Framework Document. This global grant will enhance coordination among national child projects and donors, monitor outcomes of national projects, develop a knowledge management platform, and

strengthen key institutions involved in wildlife law enforcement through support to ICCWC. The WBG coordination activities will help maximize the potential national project impacts.

Stakeholders

74. This project will build on a far-reaching network of stakeholders at the local, national, regional and international levels. At the national level, government commitment is key to the success and sustainability of the project, as described above. As a result, the project will provide a platform to magnify its interventions across all branches of government including the Executive, the Legislative, the Judiciary and Ministries of Justice, Finance, Tourism, Defense, Planning and Natural Resource Management, to name just a few. Working with law enforcement and protected area agencies with jurisdiction over the species and their habitats, rural communities dependent on natural resources for their livelihoods, the transportation networks illegal wildlife travels within, the borders it crosses and the court systems the criminals are brought before, is critical.

75. The project will focus on gender issues by carrying out an assessment of the role of gender in combatting wildlife crime at the local level. This study will help identify women champions in engaging communities in combatting wildlife poaching. GWP will ensure that some of the KM events include some of them as a resource for other projects or communities to learn from. The project will also explore gender issues related to illegal wildlife trade, with special consideration towards aggregating information on gender dimensions of the people who are involved and impacted by the trade.

76. Given the role of the private sector (often unwittingly) providing the means by which contraband is trafficked, their engagement is also critical to the success of the Program. So too is raising awareness among the financing sector who enables the transportation industry to thrive. Moreover, the Program will actively engage with other private sector actors, particularly in the tourism and health sectors, to make links between the importance of thriving, live animals for their success and the role of rural communities in wildlife management (in the case of tourism), and the impotence of wildlife parts or products to cure disease or illness (in the case of the health sector). As part of Component 4, the project will engage closely with maritime industry stakeholders such as port management authorities, customs, freight forwarders and shipping companies, as well as international bodies involved in regulating and promoting good practice amongst the transport and trade industries.

77. The project will also provide a single-platform to feed innovations and policy developed into the myriad regional and global bodies working on wildlife crime, and to transfer knowledge from these bodies to the child projects. In particular, the Program will work closely with ICCWC and its constituent partners (UNODC, Interpol, CITES Secretariat, WCO and WBG), as well as United Nations agencies tackling illegal wildlife trade and the EU and US inter-agency platforms to combat wildlife crime.

78. The project will also work closely, often through the national projects, with community-based organizations and local communities, who are invested in the sustainable management of biodiversity, including wildlife, and the income and job opportunities that it provides. The project will also work with national and international non-governmental organizations (NGOs) and private actors who will be a key part of the delivery of Program activities. These entities include traditional environmental and conservation organizations, tourism entities, business leaders, religious leader, celebrities, marketing firms and advocacy organizations with established expertise in wildlife management, community development, and deterring wildlife crime.

Risks

79.   The following initial set of risks have been identified

Risks	Rating	Preventive Measures
Uncooperative Implementing Agencies increase coordination transaction costs and reduce joint learning	Low	Active Implementing Agencies (IA) participation in the PSC will facilitate communications and coordination across Agencies. Joint planning, knowledge management activities, and reporting will increase communications and engagement with IAs.
Insufficient funds to effectively support KM and M&E needs of program participants, especially in later Project years	Medium	Current project funding will allow activities to be carried out during the first three years, through mid-term evaluation). Additional funding will be required to continue efforts through years four to seven. The GWP team will frontload KM and M&E activities early on in the project timeline and make program visible through comprehensive reporting that demonstrates progress made and need for additional funds to keep momentum of coordination and KM activities. Build in fund raising strategies, including securing GEF 7 funding to deliver activities for years four to seven, and potentially scale this program across regions, and other threatened/endangered species.
Child projects will not be under the full control of the Program manager for the GWP and some child projects may lag behind others and slow down the delivery of outcome and the PDO	High	Collaborate with the PSC and IAs to obtain timely submissions of M&E reports and to allow executing partners to engage in KM activities. Develop and use an incentives system to motivate national project participants to stay engaged, on schedule, and deliver project outcomes.
Insufficient funds to effectively support all priority ports within the supply chain (in Africa and Asia) towards achieving best practice in law enforcement	High	Pending funding availability and costs, a small number of ports will be selected for capacity strengthening, based on their importance in the trafficking chain and potential to improve performance. Whilst the project will not be able to cover all priority ports, it will enable the demonstration of the best practice model, which itself is a sustainable model due to resulting increases in revenue at ports. Efforts will be made to involve the private sector and others to assist ports to improve their performance, as part of incentive schemes. Upon the success of this project, it is expected that the model will be rolled out to other priority ports.
Not all banks and insurance companies globally take appropriate action to combat IWT leaving criminals/syndicates to continue illegal trafficking	High	This risk is a real possibility, however the project is focusing on combatting IWT, and not necessarily preventing. The fundamental concept of the involvement of the private sector is to make it more difficult for criminals to operate, and this will be achieved by the project. Further, the project wants to create the environment where there is peer-pressure from other private sector partners for companies to join, as it is the 'right' thing to do – its part of their social and environmental responsibility. By creating this environment, more private sector companies will join, making it increasingly difficult for criminals to operate re IWT.

Scientific measurement of species populations may be too costly to conduct and potentially require additional time to show progress	High	The project strategy is to use a multi-pronged approach to monitor species populations at site levels. Some countries, that have conducted recent quality surveys, and have good dataset and capacity, may be able to provide data that shows that the species outcome indicator has improved. In other countries, GWP may only be able to increase the capacity to monitor or have to rely on best data available. Through the funding gap analysis, the project will also support efforts to improve the science behind measuring species populations in different geographies.
Conflicts of interest and different priorities of stakeholders constrain implementation of activities	Moderate	Needs and priorities of stakeholders will be identified, and constructive dialogue, joint planning and problem solving will be promoted through the coordination mechanism. The case of economies of scale will be highlighted and the fact that illegal wildlife trade can only be reduced through a global effort involving supply, transit and destination countries.
Capacity limits of supply, transit and destination IWT countries especially institutional and human resources needs	Moderate	Capacity determines implementation and scope. Project design recognises this and there are several innovative approaches proposed to promote rapid learning whilst doing. An entire component is dedicated to Knowledge Management with e-learning, and exchanges forming important parts. A Lesson learnt from other regional, global projects was a technical strong and supportive Programme Coordination Unit that is able to assist and mentor national counterparts is necessary. During the PPG, this lesson will be further advanced through the design of the complement staff of the PCU.
Reducing wildlife poaching and illegal trade is complex. The involvement of militia and highly organized crime result in serious cases of heavily armed men killing park guards, in highly sophisticated smuggling and use of corruption and money laundering for the ivory trade.	Moderate	Organisations such as the UN Office on Drugs and Crime, the World Customs Organization, the CITES Secretariat and INTERPOL will be involved in project execution in some manner, however, coming up with a design that can tackle such a large program will be challenging. The project is designed using the best intelligence and experience to date to address this risk and will be very explicit about all the risk in the final design. By taking an analytical approach to diagnosing specific problems, and, by building constituencies and co-designing custom solutions, this risk is minimized.
Governmental agencies / private companies unwilling to share information / data	Low	Information and knowledge generation, management and dissemination are a key component of this project. Open-access and the mutual benefits of information sharing will be included in all agreements for databases, websites, etc. sponsored by the project.

80.   The overall risk rating is Substantial. The complexity of the problem and coordinating key partners and at the same time delivering effective results in a timely manner is not straightforward. Lowering this risk will require that this program defines very clear and concrete indicators that can be monitored easily. During preparation, the monitoring tools and timeliness of the reports will be fully designed with engagement from all partners. The project's success will depend on the level of leadership that the WBG can show and the incorporation of the opinion of experts as well as the political commitment by national governments.

Safeguard Policies

81.   This global technical assistance (TA) product will not have safeguards implication because: i) it will not lead to the completion of technical or engineering designs; ii) it will not support the drafting of policies, strategies, or regulations; iii) it will not support the formulation of land use plans; and iv) it will not involve the design of capacity building to support institutions in carrying out activities that could have significant negative social and environmental impacts. On the contrary, the TA will provide capacity building in the use of environmental and socially friendly tools for natural resources management.   The activities under the TA will mainstream the core principles of Bank safeguards policies.

82.   For the other projects under GWP, each child project will address safeguards based on the respective agencies safeguards policies.

Institutional Arrangements and Coordination

83.   The project will be both implemented and executed by WBG and UNDP, in line with WBG, UNDP and GEF policies through two separate GEF trust funds. Within the WBG, the platform will be structured as a TA given the nature of the work and its complementary to the other ongoing TA. Coordination between WBG and UNDP for this child project execution will be carried out on a regular basis at the quarterly meetings of the Program Steering Committee. Coordination with other GEF-financed and other donor-financed initiatives relevant to the Program will be done through the Program Steering Committee described in Component 1 and in the TORs (**Annex 3**). Component 1 includes an important activity of donor coordination and intergovernmental coordination.   The Organization diagram for this child project is depicted in Figure 3.

Figure 3. Organization diagram of the coordinating grant
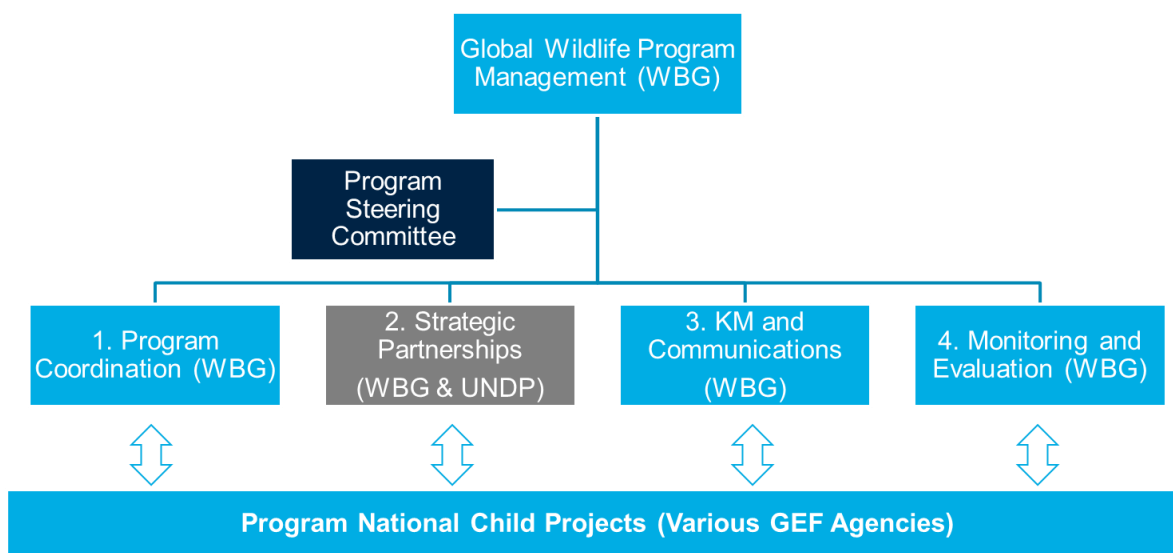
84.   The maritime trafficking component (sub-component 2.3) of the project will also be implemented by UNDP in close coordination with several other projects within GWP which also have planned activities at ports. Engagement has been initiated, for example, with the Indonesia child project development leader, to collaborate on the design and implementation of capacity strengthening initiatives both at ports and for international cooperation between ports. Close communication will continue throughout the project, through workshops, site visits and virtual meetings, to maximize the alignment of activities and enhance cost efficiency and effectiveness of both projects.

85.   The World Bank, as the Lead Agency has been in close communication with STAP, to improve the quality of the PFD and of this component in particular. STAP support and advice to GWP has consisted of the following: 1) STAP arranged for members of the GWP team to present the Program and interact with a long standing community of practice present at the African Rhino Specialist Group (AfRSG) meeting at Kruger National Park in February 2016. 2) STAP shared information on relevant meetings and workshops for the GWP stakeholders to participate in (i.e. "Beyond Communities" workshop held in Cameroon in February 2016). 3) STAP gained access to the Box Site that GWP uses to share information on the program with the Program Steering Committee (PSC) and national project partners. 4) STAP provided feedback on the KM approach and priority learning topic areas for the program (October 2015). 5) STAP provided guidance on specific program technical areas, including concept for community engagement activities to support national project preparation efforts (February 2016). 6) STAP has provided significant input in the upcoming Naivasha, Kenya event agenda (to be held in Nairobi, Kenya). 7) STAP was the guest speaker for the March GWP virtual KM event. 8) STAP periodically shares technical resources and relevant articles with the GWP team. 9) GWP obtained STAP feedback on M&E framework and held subsequent discussions; modified M&E framework to incorporate input (Oct-Nov 2015). 10) STAP contributed ideas and a theory of change for outcome Indicators related to direct beneficiaries (Oct-Nov 2015). Going forward, GWP will continue to build on this initial engagement of STAP and leverage the technical guidance of STAP for the benefit of the program.

CONSISTENCY WITH NATIONAL STRATEGIES AND PLANS

86.   This project will contribute to achieving Target 12 of the Aichi Biodiversity Targets: "the extinction of known threatened species has been prevented and their conservation status, particularly of those most in decline, has been improved and sustained." The stakeholders involved have identified poaching and the illegal wildlife trade as a significant threat in their National Biodiversity Strategies (NBSAPs). The project will reinforce the commitment of each of the participant countries to implement global, regional, and national frameworks, such as the Africa Union's New Partnership for Africa's Development's Environment Action Plan (EAP), the Comprehensive African Agricultural Development Program (CAADP), and the United Nations Framework Convention on Climate Change (UNFCCC). The Program is also consistent with the Convention on the International Trade in Endangered Species of Flora and Fauna (CITES), an international agreement to ensure that the international trade in specimens of wild plants and animals does not threaten their survival.

87.   The project will strengthen the implementation of existing continental frameworks and plans addressing wildlife crime from the supply side to consistently work with the findings of ICCWC's Wildlife and Forest Crime Analytic Toolkit, which has been applied in several range countries or is in the process of application in other participating countries. The results of the toolkit include comprehensive recommendations towards building capacity at the local and national level for all major governmental stakeholders involved with addressing wildlife crime issues. At the regional level, the project will also consider the regional sectoral policies and strategies. For example, activities surrounding regional and global conferences which have outlined high-level government support for a strategic approach to wildlife crime will be included in the Program in events such as the International Conservation Caucus Foundation's conference surrounding regional support and collaboration to stopping wildlife crime.

ANNEX 1 – AN ANALYSIS OF INTERNATIONAL FUNDING TO ADDRESS THE ILLEGAL WILDLIFE TRADE (TORs)

1. Since approval of the PFD in June 2015, the World Bank has led several activities to enhance donor coordination. This effort was initiated in July 2015, when a donor roundtable on combatting illicit trafficking in wildlife was organized by CITES, the World Bank, UNEP, UNODC, and hosted by UNDP in New York. At this meeting, the World Bank agreed to coordinate an assessment of donor funding to combat IWT. This would be the first step in enhancing donor coordination. On January 14, 2016, at the CITES SC66 meeting in Geneva, the WB organized a second donor roundtable to present the terms of reference for the study and receive feedback. At this meeting, agreement was reached on the title "Donor Portfolio Review of International Funding to Tackle IWT", scope and timetable of the study. Details of the portfolio review, including the participating institutions, are described below. The purpose of the analysis is to map the donor space to assess the current state of international funding to tackle illicit trafficking in wildlife. This current state assessment will create a baseline the donor community can build upon, which in consultation with recipient countries, can help establish the future state for IWT financing. This strategic effort will help enhance donor collaboration and fill financing gaps for priority geographical/IWT intervention areas. The Bank launched officially the study on February 10, 2016 in a conference call that was attended by 28 donors. During the conference call, the GWP provided instruction and templates on how to standardize the data collection. Since then, the WBG has completed an initial analysis of its own portfolio, and conducted individual interviews with key donors to collect and review their portfolios. Upon completion of the data collection and review, the Bank will analyze, enhance, and report on the donor portfolio. Presentations related to this analysis will occur during major international meetings (i.e. CITES COP 17, and Vietnam IWT High Level Meeting).

Background and context

2. Wildlife trade[6], including poaching and illegal trade[7] for wildlife parts and meat, for domestic consumption worldwide has occurred for years, and certainly prior to 2008. Manageable levels of poaching for ivory trade in Africa and Asia have been reported throughout the post-CITES trade ban period (with the exception of Central Africa). However, in 2008, Africa witnessed an escalation in poaching, spurred by an unprecedented international demand for elephant ivory and rhino horn (CITES, 2013a and UNEP et al., 2013). The CITES MIKE program estimated that 22,000 elephants were poached in 2012 across Africa, and the International Union for Conservation of Nature (IUCN) Species Survival Commission (SSC) African Elephant Specialist Group estimates that the number of elephants decreased from 550,000 to 470,000 between 2006 and 2013[8]. Similarly, rhino poaching has reached a crisis point. In South Africa alone, which has the largest population of rhinos in the world, there were 1,215 rhinos poached in 2014.[9] This is an exponential increase from the 13 rhinos poached in 2007. In 2011, the IUCN declared the Western black rhino extinct, with the primary cause identified as poaching. Poaching is a major threat to the

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[6] Wildlife trade is defined as any sale or exchange by people of wild animal and plant resources. This can involve live animals and plants for the pet and horticultural trades, or the trade in a diverse range of wild animal and plant products needed or prized by humans – including skins, medicinal ingredients, tourist curios, timber, fish and other food products (TRAFFIC, 2007). Wildlife trafficking is defined as the illegal cross-border trade in biological resources taken from the wild, including trade in timber and marine species (European Commission). For the purposes of this portfolio review analysis, fish and timber products that are not integrated into broader fauna-focused interventions are excluded from consideration in this study. Illicit trafficking in wildlife includes both poaching and illicit trade.

[7] Poaching is the illicit harvest of an animal, including taking, that is not the allowed species, size, age or sex; using illegal equipment to hunt or fish; failing to acquire a permit to hunt or fish; and harvesting outside of the allowed season or place. For this study, poaching is considered as part of the illegal wildlife trade (IWT). IWT is the illicit commerce in animals or their parts, usually intended to include production (harvest, transformation into a product), transport, and sale. (USAID, *Measuring efforts to combat wildlife crime. A toolkit for improving action and accountability*. October 2015).

[8] African Elephant Database (AED); IUCN. Accessed on October 17, 2015.

[9] https://www.savetherhino.org/rhino_info/poaching_statistics. Accessed on October 17, 2015.

survival of some iconic species populations and a significant cause to declines of populations of various other important species. For example, populations of big cats, pangolins, gorillas, and many other keystone species are threatened due to poaching in Africa and Asia.

3.   The upsurge in illegal killings of elephants, rhinos, and other iconic species over the past decade have led many donors to invest in anti-poaching, anti-trafficking, and demand reduction initiatives to combat illegal wildlife trade (IWT) at source, transit, and destination countries. This is evidenced by the number of strategies, programs, and projects international financial institutions, governments, non-government organizations (NGO), and foundations have recently launched to address IWT[10]. To enhance donor coordination and minimize potential duplication of project and program activities, it is essential to map the donor IWT investments, priority intervention areas, and align technical resources that are mobilized. This will facilitate co-financing and optimize benefits derived from funding to combat IWT in Asia and Africa.

4.   A Donor Roundtable on Wildlife and Forest Crime was organized by CITES, UNDP, UNEP, UNODC, and the World Bank and held at UNDP in New York City on July 7, 2015. This meeting was hosted by UNDP, moderated by CITES Secretary-General, John Scanlon, and attended by over 30 participants that included donor representatives, UN staff, and other development partners. At this meeting, WBG agreed to take the lead on a study to address donor coordination. In a separate but related effort, the Bank, as the lead implementing agency for the GEF- Global Wildlife Program, will monitor project investments and co-financing under the Program. As part of collecting information and datasets for this monitoring activity, the Bank will coordinate among donors on IWT investments and activities in targeted areas.

5.   A World Bank team at the management and technical level, will undertake an analysis of funding that is going towards anti-poaching, anti-trafficking and demand reduction strategies by major donors. Various United Nations agencies (including UNEP, UNDP, UNODC, and CITES Secretariat) and other major donors are collaborating on this effort. These draft TORs received significant comments from donors and were discussed at a Donor Roundtable meeting in Geneva, on January 14, 2016. This version has incorporated the donors' comments.

Nature of the activity

6.   The study will obtain, analyze, and present data on wildlife anti-poaching, anti-trafficking and demand reduction financial investment flows from major donors globally. The first phase will focus on range, transit, and end-use countries in Africa and Asia. The short-term efforts will include a portfolio review of all IWT funding based on interviews with donors and access to donor data on IWT related projects. In the long term, assessments of IWT needs at country-, regional-, and global-levels may be conducted. The focus will be on multilateral, bilateral, and other international funds used to finance wildlife conservation efforts directly addressing the IWT crisis. The study will look at investments committed from calendar year 2010-2015, including projects that may be implemented beyond this timeframe. It will use US dollars committed to programs/projects as the basis for data gathering and analysis. The intent of the analysis is to complete a study of the major donors to provide a high-level understanding of general trends and thematic priorities. The results and recommendations of this study will help ensure coherence and coordination in scaling up financing.

7.   To accomplish this activity, the steps below will be taken. Draft investment categories, definitions and key words to guide online research and database development are included in Appendix A. Appendix B contains a detailed draft timeline for this assignment.
>   a.   Review current literature and assess previous studies that looked at this issue (i.e. EU strategic approach to wildlife conservation in Africa, USAID toolkit for monitoring effectiveness of anti-

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[10] For example, see United States National Strategy for Combatting Wildlife Trafficking, 2014.

poaching and anti-trafficking strategies, etc.) and leverage the respective recommendations and findings in the design and delivery of this analysis.

b. Develop an approach and detailed timeline to obtain information from key donors and a methodology for the taxonomy that will categorize the data and guide the analysis. The approach will include use of a questionnaire/survey, online research, and minutes of interviews with key donor representatives, and data validation activities (development of approach completed).

c. Conduct interviews with key donors and other data gathering activities to obtain baseline information and data on financial investments and key programs/projects/initiatives.

d. Present draft survey results at a virtual event in June 2016 following UNEA 2 in May 2016.

e. Incorporate feedback from donors.

f. Develop a report to summarize methodology, results, and recommended next steps
   i. Report to include an introduction, objectives, methodology, results, conclusions/actionable recommendations, and appendices to include the survey used and references sourced.
   ii. Results will display graphical and table summaries of funding patterns/trends and allocations by region, country, and thematic areas.

g. Present draft report at the September 2016 CITES Cop 17 meeting in Johannesburg.

<u>**Appendix A - Investment Categories, Definitions and Key Words to Guide Online Research and Database**</u>
<u>**Development**</u>

8.   The following general categories and definitions can help guide assessment of the investments and interventions considered as part of this portfolio analysis. Investment categories that provide direct support to efforts, which prevent or reduce poaching, and/or illegal trade in wildlife, including terrestrial, freshwater, and marine species (i.e. elephants, rhinos, big cats, etc.) should be considered. Activities include, but are not limited to, efforts that tackle:

1. **Policy and legislation (PL) development**
   a. Interventions to support implementation of legally binding agreements (i.e. CITES, UNCAC and UNTOC) focused on:
      i. Inter-sectoral policies and regulatory frameworks that incorporate wildlife conservation and management considerations
      ii. How to enforce/implement the regulations
   b. Investments to review and strengthen laws and regulations to facilitate prosecutions of illicit wildlife trafficking, corruption, and money laundering,
   c. Customs and trade facilitation processes that include enhanced policies and procedures to deter and reduce corrupt practices related to wildlife
   d. Activities intended to engage important political figures in the fight against IWT

2. **Law enforcement (LE)**
   a. Investments in coordination mechanisms and establishment of operational units, development and implementation of information handling systems, development of intelligence-led operations, and enhancement of national and trans-national law enforcement coordination focused on organized wildlife crime and anti-corruption efforts
   b. Investments to support enhanced capacity of customs officials on wildlife crime prevention, investigations and information sharing
   c. Investments to strengthen transportation/supply chain law enforcement stakeholders' ability to combat IWT
   d. Investments in new and existing (detection) technologies and intelligence techniques not only to support increased interceptions of illegally trafficked wildlife products but also to disrupt illegal activities prior to poaching and linked to trafficking (disruption techniques)
   e. Investments to build government capacity to prosecute, convict, and develop clear sentencing guidelines and effective deterrents in terms of sentences and/or fines. (considerations may be given under the guidelines to negotiate full sentences that are given leniency for good behavior or sharing information)
   f. Interventions focused on reducing rates of poaching, trafficking, and demand by focusing on:
      i. Combating poachers on the ground, as well as traffickers and other illegal market participants throughout the supply chain by making arrests, prosecutions, and convictions
      ii. Operations that target higher level operatives that support trafficking and illicit markets to trade illegal wildlife products
   g. Public private partnerships or private sector investments to combat IWT and limit use of legal transportation, financing, and other resources that knowingly or unknowingly participate in the IWT supply chain

3. **Protected areas (PA) management to prevent poaching**
   a. Investments that support species management, including investments to protect the natural habitats for elephants, rhinos, and other specific species. This includes interventions that focus on increasing number of species at a project site or a particular focus on known threatened species

      b. On-the-ground support to PAs to address poaching (i.e. increase in rangers, equipment, training etc.)

      c. Investments to increase community, private, and state reserves and areas surrounding protected forests under land-use policies that mitigate wildlife poaching and promote wildlife management best practices

4. **Communications and awareness (CA) to raise IWT awareness and reduce demand for illegal wildlife products**

      a. Funding of organizations to conduct outreach and communications efforts to raise awareness and reduce demand across range, transit, and end-use countries

      b. Demand reduction efforts and campaigns to increase awareness, change consumer behavior towards consumption of illegal wildlife products, and reduction in market participants in the illegal trade

5. **Promoting sustainable use and alternative livelihoods (SL) to increase community benefits and avoid human-wildlife conflict**

      a. Interventions that focus on:
         i. Increasing incentives for communities to live with, manage wildlife, and avoid human-wildlife conflict
         ii. Income derived from wildlife management in support of sustainable development and integrated natural resource management practices
         iii. Providing alternative legal livelihoods to those involved in the illegal supply chain

      b. Investments that include employment, training, capacity building, sustainable use of wildlife products, and sustainable tourism

6. **Research and assessment (RA)**

      a. Investments in decisions support tools (i.e. geospatial, analytical, etc.) at global, regional, and national levels to track and share information on wildlife crime

      b. Support for development and maintenance of databases and communications facilities, geospatial tools, and coordination tools and applications

      c. Investments to enhance stakeholder coordination, donor co-financing of activities, knowledge management, and monitoring and evaluation efforts

      d. Support for research and analysis of wildlife crime

9. The study will use the following key words and phrases for online research and related efforts:

1. Building and strengthening institutional capacity to effectively manage wildlife
2. CITES government units
3. Community-based wildlife management
4. Community-based wildlife anti-poaching
5. Community-based wildlife monitoring
6. Control and surveillance for IWT interventions
7. Demand reduction for wildlife products
8. Elephants, rhino, big cats, other species (i.e. pangolins)
9. Endangered species poaching
10. Environmental criminology
11. GIS analysis to guide protected area management to effectively manage wildlife
12. Human-wildlife conflict
13. Iconic species poaching
14. Illegal wildlife trade (IWT)
15. Improving livelihoods to manage wildlife

16. Institutional capacity building for managing wildlife
17. Instruments for combatting wildlife crime
18. Inter-agency cooperation on IWT
19. IWT awareness raising
20. IWT behavioral change
21. IWT communications
22. IWT institutional design and structure
23. IWT related environmental policies and institutions
24. Knowledge sharing and awareness of wildlife management best practices
25. Law enforcement responses to wildlife crimes
26. Monitoring and evaluations for IWT projects and programs
27. Ranger patrols
28. Implementation of compensation for communities to engage in wildlife conservation
29. Mitigation of conflicts around established protected areas
30. Situational wildlife crime prevention
31. Species surveys
32. Support to community based organizations to increase involvement in wildlife conservation
33. Technical assistance for IWT projects and programs
34. Training and dissemination for IWT projects and programs
35. Transnational environmental crime
36. Training law enforcement
37. Wildlife anti-money laundering
38. Wildlife crime
39. Wildlife customs modernization
40. Wildlife fraud and corruption
41. Wildlife law enforcement
42. Wildlife legal frameworks
43. Wildlife poaching
44. Wildlife tourism
45. Wildlife trade facilitation
46. Wildlife trafficking

10. Activities that contribute to combatting illicit trafficking in wildlife but do not meet the above general categories and definitions should not be reported in this analysis. These include, but are not limited to:

1. Investments/activities focused on PA management and planning, development of and support for implementing community conservation areas, and land/coastal management planning that do not include specific interventions to address illicit trade in wildlife
2. Investments/activities that consider illegal killing of wildlife as one of several threats addressed, but exclude specific anti-poaching or anti-trafficking interventions that are planned for and implemented

11. Efforts to stop the illegal harvest and trade in plants and trees are critical, yet investments/activities that only address flora should not be included in this analysis. Investments that focus on flora as part of broader fauna-focused interventions can be included under this analysis.

Appendix B – Detailed Tasks, Timeline, Input Required, and Deliverables

Task #	Task Description	Timeline	Input from WB Leadership	Input from Donors	Deliverable
1	Develop an approach to obtain information from key donors and a methodology for the taxonomy that will categorize the data and guide the analysis. The approach should include use of a questionnaire/ survey, online research, interviews with key donor representatives, and data validation activities	01/07/2016	Kick-off meeting to review the TOR; validate the timeline and proposed approach to complete assignment	N/A	Draft Approach, methodology, and taxonomy in word/PowerPoint/excel formats (completed)
2	Present proposed approach and methodology to key donors. Special consideration is required to document how double-counting will be avoided, and to ensure investments are targeted to anti-poaching initiatives rather than broader investments	01/15/2016	Review meeting to provide feedback on proposed gap analysis approach/methodology	Participate in Donor Side Event during SC66 in Geneva; identify point of contact	PowerPoint presentation (completed)
3	Update approach and methodology, as needed	01/29/2016	Review updated approach and methodology	N/A	Update Task 1 deliverables
4	Conduct literature review. Create the data gathering/analytical templates and tools; obtain approval to use them	02/05/2016	Review/approve use of tools to obtain donor data	N/A	Literature review summary; data collection templates/tools
5	Update protocol, list of donor, contacts, and timeline for data gathering activities[11]	02/05/2016	Review meeting to approve contact list, timeline, and protocol to collect information. WBG to seek additional input from representative donors, ICCWC, and/or PSC	A representative donor may be asked to provide input/feedback on the templates/tools before rolling it to all donors	Protocol, POCs, and scheduled meetings with donors to obtain required data
6	Obtain data from donors (02/26/2016); conduct interviews with donors and other data gathering activities to assess data	03/07/2016- 04/29/2016	Email to donors to inform them of the upcoming activities and request their active participation/ support; follow-up with individual	Participate in an hour long interview and submit data to WBG	Literature review summary used to guide interviews (i.e. prior efforts EC, USAID, etc.

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[11] Key donors to be contacted as part of this assignment are highlighted in the terms of reference.

Task #	Task Description	Timeline	Input from WB Leadership	Input from Donors	Deliverable
			donors to facilitate data exchange (as needed)		have engaged in; meeting minutes)
7	Analyze data obtained and develop a draft summary report to highlight results	05/06/2016	Review draft report; provide comments and additional direction to project team. WBG to seek input from ICCWC and PSC	N/A	Draft report and database with information obtained from donors
8	Present draft summary results following UNEA 2	06/13/2016	Open session on portfolio analysis with donors	Participate in portfolio analysis meeting; provide feedback on draft results	Presentation and supporting information for the donor meeting
9	Incorporate feedback from donors	06/30/2016	N/A	N/A	Updated draft report and database
10	Develop a final report to address donor comments and summarize methodology, results, and recommended next steps	08/31/2016	Review final report (V0); provide comments and additional direction to project team. WBG to seek input from ICCWC and PSC	Provide feedback on final report	Final report (V0) and updated database
11	Present draft report (V1) at CITES CoP 17, South Africa for final feedback	09/25/2016	N/A	Participate in donor meeting to provide feedback on draft report (V1)	Draft report (V1)
12	Collaboration with reports production team to publish report	10/30/2016	Review final report; provide comments and additional direction to project team	N/A	Final report and updated database
13	Present final report at IWT Summit in Vietnam, in November 2016	11/25/2016	Open session on portfolio analysis with donors	Participate in portfolio analysis meeting; support communications and dissemination efforts	Presentation and supporting information for the donor meeting

1. A number of agencies are conducting activities to combat wildlife crime, including INTERPOL, WBG, CITES, UNODC, WCO, UNDP, UNEP, WWF, IUCN. This section provides an overview of their IWT activities and various global and regional programs and related initiatives they support.

2. ***ICCWC*:** The International Consortium on Combating Wildlife Crime (ICCWC), is a collaboration between the CITES Secretariat, INTERPOL, UNODC, WBG and the World Customs Organization. Each member organization conducts a number of anti-wildlife crime activities under their specific mandate, collaborating on certain projects. The WBG and UNODC led development of the *Wildlife and Forest Crime Analytic Toolkit* in 2012. This toolkit is a technical resource to assist government officials in wildlife and forestry administration and customs. It also helps agencies conduct a comprehensive analysis of the strengths and weaknesses of preventive and criminal justice responses and other measures related to the protection and monitoring of wildlife and forest products, which are crucial to curtailing wildlife and forest crime both nationally and internationally. The Toolkit is available for all Governments interested in undertaking a national analysis mission with regard to wildlife and forest crime in their country. ICCWC will support requesting countries during the entire implementing process - including mobilizing funds, hiring experts, analyzing the results, designing and delivering technical assistance. Base on the results, ICCWC and relevant government authorities will design a work plan for national capacity-building programs and technical assistance delivery. The toolkit analysis has been conducted in a number of countries in Asia and Africa, and continues to be conducted during 2016.

3. ***INTERPOL****:* Facilitates and supports collaboration between police agencies in different countries around the world. It has an established and growing environmental crime program, has organized, and executed some of the largest operations against wildlife smugglers. INTERPOL's General Assembly has recognized the significance of environmental crime and the organizations ability to network and communicate at the highest levels of national law enforcement around the world makes it a natural partner in this program. INTERPOL cooperation with the WBG covers areas of anti-money laundering, as well as analytic work on illegal logging and capacity building and awareness on tiger crime and other wildlife issues.

4. ***UNODC*:** In 2014, UNODC formally launched the Global Program for Combating Wildlife and Forest Crime (GP). The GP is a four-year program aimed to link existing regional efforts in a global system, enhancing capacity-building and wildlife law enforcement networks at regional and sub-regional levels. The GP is working for and with the wildlife law enforcement community to ensure that wildlife crime, illegal logging, and related crimes are treated as serious transnational organized crimes. The GP aims to deliver through specific technical assistance activities designed to strengthen the capacity of Member States to prevent, investigate, prosecute and adjudicate crimes against protected species of wild flora and fauna. The Global Program for Combating Wildlife and Forest Crime/Sustainable Livelihoods Unit (GP/SLU) is the focal point for this work, which already embraces capacity-building activities in South East Asia, South Asia, East Africa and Latin America and coordinates the implementation of [the Wildlife and Forest Crime Analytic Toolkit](#). On May 24th, 2016, UNODC launched the first World Wildlife Crime Report at the Commission on Crime Prevention and Criminal Justice (CCPCJ) meeting in Vienna.

5. ***CITES****: The Convention on International Trade in Endangered Species of Wild Fauna and Flora*, (CITES), is the principal international instrument to control and regulate the international trade in protected species and suppress any illicit dealings in wild fauna and flora, aiming to ensure that international trade in specimens of wild animals and plants does not threaten their survival. The CITES Secretariat which has been working since 1975 is administered by United Nations Environmental Program (UNEP) and is located in Geneva. CITES is the single most important international instrument dealing with the illicit trade in fauna and flora being the only convention requiring State Parties to penalize some aspects of the illicit trade in protected species and enabling importing countries to seize illegally sourced fauna and flora.

6.   CITES manages several important programs for IWT, including MIKE, ETIS, national legislation project, and the national ivory action plans. MIKE was established in 1997, with the overall goal to provide information needed for elephant range States to make appropriate management and enforcement decisions, and to build institutional capacity within the range States for the long-term management of their elephant populations. The primary mandate of the MIKE programme is to monitor levels of illegal killing of elephants at a sample of sites spread across the range of African and Asian elephants. There are 60 sites currently, across 30 countries in Africa and 13 in Asia. ETIS is a comprehensive information system to track illegal trade in ivory and other elephant products. It shares the same objectives as those set out for MIKE in Resolution Conf. 10.10 (Rev. CoP16), with the difference that its aim is to record and analyze levels and trends in illegal trade, rather than the illegal killing of elephants. The central component of ETIS is a database on seizures of elephant specimens that have occurred anywhere in the world since 1989. The seizure database is supported by a series of subsidiary database components that assess law enforcement effort and efficiency, rates of reporting, domestic ivory markets and background economic variables. These database components are time-based and country-specific and are used to mitigate factors that cause bias in the data and might otherwise distort the analytical results. The subsidiary database components also assist in interpreting and understanding the results of the ETIS analyses. Since its inception, ETIS has been managed by TRAFFIC on behalf of the CITES Parties and is currently housed at the TRAFFIC East/Southern Africa office in Harare, Zimbabwe. CITES has adopted key decisions on trade in elephant ivory and rhino horn, including the development of National Ivory Action Plans by the 19 countries most affected by the illegal trade, and CITES manages the program for the monitoring and analysis of the illegal killing of elephants and illegal trade in ivory, being MIKE and ETIS respectively.

7.   *World Customs Organization – UNODC - Container Control Programme (CCP):* More than 420 million containers move around the globe by sea every year, transporting 90 per cent of the world's cargo. Most carry licit goods, but some used to smuggle drugs, weapons, even people. The sheer volume of this international maritime container traffic, the sophisticated and often ingenious concealment methods, along with the diverse routings adopted by illicit drug traffickers and other smugglers, invariably makes successful interdiction difficult. As a response, UNODC and the World Customs Organization (WCO) jointly developed and launched the Container Control Program (CCP) in 2003. The CCP was implemented in Benin, Cape Verde, Costa Rica, Ecuador, Guatemala, Ghana, Pakistan, Panama, Senegal, Togo and Turkmenistan. The CCP aims to assist Governments to create sustainable enforcement structures in selected sea/dry ports in order to minimize the risk of shipping containers' use for illicit drug trafficking, transnational organized crime and other forms of black market activity. At the heart of the CCP is the creation and training of port control units (PCUs) at selected container terminals. These units are located in a secure environment, preferably inside the ports, and staffed by front line personnel who will be trained and equipped to systematically target high-risk containers whilst facilitating the free flow of legitimate trade. Training is also a component, as is the exchange of information with counterparts in other countries using a secure communication application developed by WCO called Container.

8.   *Royal Foundation/United for Wildlife***:** United for Wildlife is an alliance between seven conservation organizations, led by the Royal Foundation of the Duke and Duchess of Cambridge and Prince Harry. The partnership is between Conservation International, Fauna & Flora International, the International Union for Conservation of Nature, The Nature Conservancy, Wildlife Conservation Society, WWF-UK, the Zoological Society of London and the Royal Foundation aims to lead the way to substantially increase the global response to major conservation crises. The commitments of United for Wildlife cover the areas that the seven organizations are working on, namely:
- Strengthen protection on the ground with a strong emphasis on community incentives
- Reduce demand for illegal rhino horn, ivory, big cat and pangolin products
- Create a 'zero-tolerance' approach toward illegal wildlife trade in the private sector
- Strengthen criminal justice responses in supply and demand states

- In addition to the United for Wildlife coalition activities, published a report in 2015 by lawyers DLA Piper to explore legislative and judicial challenges relating to wildlife trade in 10 key countries: Cameroon, China, Democratic Republic of Congo, Kenya, Malaysia, the Philippines, Tanzania, Thailand, Uganda and Vietnam. Predominantly based on a desk-based research, each country report aimed to provide an overview of principal legislation on trade in wildlife, criminal penalties, ancillary legislation such as anti-corruption legislation are used to prosecute, assesses the local judicial process and capacity to enforce and concludes with recommendations.

9. ***The United for Wildlife Task Force on Transport and Trafficking*** was established in order to increase understanding of trafficking of wildlife products and to increase cooperation amongst transport and wildlife law enforcement agencies in tackling the trade. The Task Force is composed of leaders of several areas of the transport industry as well as leaders in conservation, including the World Customs Organisation, Kenya Airways, Dubai Ports World, the International Maritime Organisation, UNDP-GEF, the Foreign and Commonwealth Office, and global law firm DLA Piper, as well as CITES, World Wildlife Fund and Wildlife Conservation Society, among others.

10. ***TRAFFIC International - TRAPS****:* TRAFFIC, the wildlife trade-monitoring network, is a strategic alliance of World Wide Fund for Nature (WWF) and the International Union for Conservation of Nature (IUCN) and is an international network, organized into eight regional programs. TRAFFIC has been successful in securing a grant from the US Agency for International Development (USAID) to implement the 'Wildlife Trafficking, Response, Assessment, Priority Setting' initiative known as "Wildlife-TRAPS" or "TRAPS". TRAPS is a three year initiative has approximately ca. USD $5m of funding available to tackle the illegal trade of terrestrial and marine wildlife between Africa and Asia. Wildlife TRAPS is likely to focus on a group of species products (i.e. including ivory and rhino horn) traded between Central and East & Southern Africa and East and South East Asia. Activities will be delivered through a three Phase 'Framework Approach': Phase I will focus on 'Assessment and Priority Setting'; activities will include scoping studies, desk based research, semi-structured interviews and stakeholder mapping. Phase II will focus on 'Collaborative Action Planning' with Wildlife TRAPS stakeholders in order to identify the trade routes and species products that will be tackled through a suite of 'non-traditional approaches' delivered during Phase III.

11. ***The World Bank Group (WBG)***: WBG management has taken on several actions: a) in 2012, the WBG partnered with the UN Office of Drugs and Crime, the World Customs Organization, INTERPOL and the CITES Secretariat and has collectively established the International Consortium for Combating Wildlife Crime (ICCWC) program. The WBG provided DGF funds to the Consortium to catalyze awareness building around the issue of poaching, analyse the drivers and trade routes, and build the capacity of local and national government authorities to prevent, detect, and suppress wildlife crime. The WBG Environmental and Natural Resources Law Enforcement (ENRLE) Roadmap was endorsed in 2013. This Roadmap outlines how the WBG will mobilize and strengthen the Bank's engagement to support client countries to build their law enforcement capacity to effectively manage their natural resources. In 2014, the GEF-WBG project PMIS (5359) "Fighting against wildlife poaching and illegal trade in Africa: the case of African elephants" approved US$ 2 million seed funding to prepare the Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development, where the WBG is the lead agency. The WBG's Economic Research team (DEC) partnered with the Africa Region and other organizations in an on-going study on the Economics of poaching and trafficking at global level to be released in October 2016. The WBG's Financial Integrity Unit and Stolen Assets Recovery team in partnership with the Africa region is preparing training materials to leverage anti-money laundering detection techniques to address illegal wildlife trade.

12. *The United Nations Development Program (UNDP):* UNDP works in over 170 countries and territories, helping to eradicate poverty and advance sustainable development that leads to transformational change and real improvements in people's lives. UNDP promotes an integrated approach that tackles the connected issues of

multidimensional poverty, inequality and exclusion, resilience and sustainability, while enhancing knowledge, skills, governance and production technologies needed to reduce risks and sustain development gains. UNDP efforts to combat the illegal trade in wildlife draw on this integrated approach, leveraging expertise, partnerships, and global networks to support countries eradicate poverty, protect the environment, empower women, and build strong institutions, all of which support the rule of law. Through its biodiversity and ecosystems program, UNDP has helped establish over 2,000 protected areas in 85 countries around the world, covering 272 million hectares of land. Building on this portfolio of work, UNDP is exploring new and innovative partnerships that help countries and communities tackle illegal wildlife trafficking and poaching. These include partnerships with governments, other UN agencies such as UNEP and UNODC, the WBG, the United for Wildlife coalition of wildlife conservation organizations, and other civil society groups to tackle poaching and illegal wildlife trafficking, and reduce the global demand for wildlife and wildlife products. UNDP facilitates the coordination of national level UN responses through the UN Resident Coordinator system, and supports countries to access the funding and technical support needed to tackle this issue, working across the supply chain that drives the trade, addressing illegal supply, transit, and demand. This includes efforts at all levels, focusing on communities where site-level enforcement is key, linking a range of national stakeholders for cohesive country-level action, and working with regional and international partners to ensure global cooperation and coordination of efforts. UNDP uses a three-pronged approach that focuses on 1. Expanding economic opportunities and livelihood options, 2. Strengthening governance, enforcement and coordination, and 3. Raising awareness and building cooperation.

13. *The United Nations Environment Programme (UNEP)*: UNEP's aim is to reduce illegal trade in wildlife and timber to levels such that all wildlife and timber trade is sustainable. Efforts under development include: (i) increased support for effective policies at national, regional and international levels; (ii) improved legislative, judicial, enforcement, and governance measures; (iii) development of capacity for environmental rule of law; (iv) enhanced understanding of the global problems and existing gaps on illegal wildlife trade; (v) advancing international efforts to develop and catalyze demand reduction strategies for illegally-traded wildlife and timber products; (vi) outreach and communication tools to raise awareness on illegal wildlife trade at all levels; and (vii) the development of reliable and integrated indicators to help monitor the effectiveness of strategies aimed at reducing IWT.

14. UNEP's existing portfolio of IWT initiatives includes: Fostering and enhancing cross-border cooperation in the field of illegal wildlife trade, through support to regional and sub-regional processes; Policy support to member states through country-level interventions to facilitate policy interventions and implementation of existing commitments; and Capacity building to support national and international efforts on effective governance, and enforcement. The latter ongoing efforts build capacity of officials in select countries in Africa on IWT detection, investigation, prosecution and adjudication – including collaboration with INTERPOL, CITES, and other partners in the CPW and ICCWC. Extensive communications and awareness raising efforts are underway with high profile UNEP Goodwill Ambassadors on Public Service Announcement and other campaign strategies, and building on the Wild & Precious global airport exhibits. UNEP also provides technical support to CITES and the EU on species information and wildlife trade databases through UNEP-WCMC and GRID data centers. UNEP works together with ICCWC partners on specific initiatives such as the Green Customs Initiative --a partnership of international organizations including UNEP, UNODC, and WCO -- cooperating to facilitate legal trade and prevent illegal trade in environmentally sensitive commodities. Because of UNEP activities, significant progress has been made in garnering global high-level engagement in support of environmental governance, as well as mobilizing political will to achieve more impact at the national level.

15. The partnership with GEF is of great relevance for UNEP, which is stepping up its dialogue with Member States in support of the development of national projects to access GEF-6 financing to support addressing illegal wildlife trade. UNEP is currently implementing two GEF-5 projects directly tied to combatting illegal wildlife crime: "Strengthening Law Enforcement Capabilities to Combat Wildlife Crime for Conservation and

Sustainable Use of Species in South Africa (target: Rhinoceros)" and "Engaging policy makers and the judiciary to address poaching and illegal wildlife trade in Africa".

16. ***The World Wildlife Fund (WWF) and the Wildlife Trade Monitoring Network (TRAFFIC)*** work together through four approaches to combat wildlife crime – stopping the poaching, stopping wildlife trafficking, changing behavior to reduce consumer demand, and international policy. WWF is facilitating development of the Southern African Development Community (SADC) Law Enforcement and Anti-Poaching (LEAP) Strategy for its 13 member states, to be finalized in mid-2015 and is supporting the five-countries of the KAZA TFCA to prevent elephant poaching. Through a USAID $5m grant, TRAFFIC and IUCN are countering trafficking from Africa to Asia (Wildlife TRAPS). WWF and TRAFFIC launched the Wildlife Crime Campaign in 2012 and demand reduction has focused on SE Asia. This includes Changing Consumer Behavior: Reducing demand for rhino horn in Vietnam, 2014-2017, with market research to inform targeted demand reduction for rhino horn in Vietnam, and the multi-donor Chor Chaang (Saving Elephants) campaign launched in Thailand in January 2015, aimed at rallying public support against buying ivory. The joint Campaign has used traditional and social media, along with targeted policy and advocacy, to effectively shift the issue from a low priority 'environmental' issue to an issue of security, rule of law and development. WWF facilitated the creation of the Friends of the Fight Group, led by Germany and Gabon under the United Nations General Assembly, advocating for a Security Council resolution on combatting wildlife crime.

17. ***The International Union for the Conservation of Nature (IUCN)*** brings governments, NGOs and scientists together to develop policies, laws and best practices on biodiversity conservation and sustainable development. Regarding addressing illegal wildlife trade, IUCN plays a unique and important role by convening stakeholders, acting as a specialist advisor, and supporting conservation on the ground through its vast global network of experts and scientists. Regarding IUCN's convening role, in February 2015 IUCN organized a symposium called 'Beyond enforcement: communities, governance, incentives and sustainable use in combatting wildlife crime' in South Africa, which was attended by over 70 community representatives, researchers, government officials, UN agencies and NGOs from five continents. It resulted in a set of recommendations for engaging communities in combating illegal wildlife trade, which will be taken forward to CITES, CBD and the high level IWT conference in Kasane, Botswana that will take place in March 2015.

18. In their specialist advisory role, species experts in IUCN's Species Survival Commission (SSC) provide independent, objective scientific information to conventions such as CITES as well as to governments and NGOs. More than 130 Specialist Groups in the SSC provide us with the most current information on species affected by illegal wildlife trade, including elephants, rhinos and cats but also pangolins, plants, fish, birds, invertebrates, amphibians and reptiles. IUCN also brings this knowledge and expertise to a wider variety of fora. For example, IUCN recently participated in the "Towards an EU strategic approach to wildlife conservation in Africa" meeting that took place on 9-10th February 2015 in Brussels and focused on the development of an EU Strategy for Wildlife Conservation in Africa. IUCN will also participate in a follow up meeting to the 2013 African Elephant Summit to be held on the 23rd March 2015 in Kasane, Botswana. Following that, IUCN will participate in the Kasane Conference on Illegal Wildlife Trade that will take place 25th March 2015 in Botswana. TRAFFIC, IUCN's joint programme with WWF on wildlife trade monitoring, also works with governments across the globe to enhance our understanding of the dynamics of illegal wildlife trade. IUCN is also a partner in the United for Wildlife coalition, convened by the Royal Foundation, and which has agreed on five urgent areas of activity to address illegal wildlife trade.

19. Regarding on-the-ground conservation work, IUCN manages the Save Our Species (SOS) Fund, which provides funding to field-based conservation projects. The SOS Fund has, to date, committed just over 3 million USD through 25 projects to support anti-poaching activities, with projects on elephants and rhinos in priority sites for conservation, as well as other species. In addition, IUCN's Integrated Tiger and Habitat Conservation Programme (ITHCP), modelled on SOS, has mobilized approximately €20 million to fund projects on tiger conservation in a number of key tiger range States.

20.   *The Asian Development WBG (AsDB)* is implementing a regional Technical Assistance (TA) program on Combatting Illegal Wildlife Trade under ADB's Law, Justice and Development Program. It is led by ADB's Office of General Council and links to initiatives such as the Asian Judges Network on Environment and two sub-regional roundtables: the ASEAN Chief Justices Roundtable on Environment, and the South Asian Chief Justices Roundtable. The TA aims to support participating countries to undertake comprehensive policy and legal reform to address wildlife crime, while supporting the adoption of enforcement tools and improvements in enforcement chain cooperation, coordination and implementation capabilities. Requests for support under the TA were received and are being supported in China, Lao PDR, Myanmar, Philippines and Viet Nam. The first phase of work is focused on undertaking needs assessments for legal reform processes.

21.   *WildAid*'s mission is to end the illegal wildlife trade in our lifetimes. They envision a world where people no longer buy wildlife products such as shark fin, elephant ivory and rhino horn. While most wildlife conservation groups focus on protecting animals from poaching, WildAid works to reduce global consumption of wildlife products by persuading consumers and strengthening enforcement. With an unrivaled portfolio of celebrity ambassadors and global network of media partners, WildAid leverages nearly $200 million in annual pro-bono media support. Their message reaches up to 1 billion people every week.

22.   *The Wildcat Foundation* is a private not-for-profit philanthropic foundation whose purpose is to help save and provide for the long-term conservation of endangered wildlife and wild places in Africa. During 2013 and 2014, the Foundation approved over $16 million in support of wildlife conservation in Congo-Brazzaville, Cameroon, the Central Africa Republic, Democratic Republic of Congo, Kenya, Tanzania, Mozambique and Malawi, as well as to a number of international law enforcement entities, and it is expanding its grant making.

ANNEX 3 –PROGRAM STEERING COMMITTEE (PSC) AGREED TERMS OF REFERENCE (TOR)

1. The WBG, UNDP, UNEP, WWF, IUCN, ADB and the Global Environment Facility (GEF) have established a new Program "Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development" to address the serious wildlife poaching and illegal trade that is affecting many client countries as it deprives them of their important assets on which their prosperity depends. The Program will help countries secure their wildlife resources, habitats and the benefits they derive from them (i.e. livelihood, tourism, ecosystem values, etc.) and address the illegal trafficking of wildlife as well as the demand for illegal wildlife products in consumer countries. The Program will have global, regional and national level interventions through various child projects.

2. The Lead Agency[12] – the WBG (WBG) – will play a close coordination and liaison role with participating Agencies and the GEF Secretariat for the Program. The Lead Agency will also be responsible for all enquiries regarding Program preparation and implementation progress and Program-level reporting, mid-term evaluation, final Program completion and the achievement of Program-level impact on the global environment. The Lead Agency will be in charge of coordinating activities with on-going GEF projects related to Program 3 of the GEF-6 Biodiversity Strategy, and with investments and initiatives funded by other donors. The lead agency, in close communication with the other agencies, will make use of the Coordination Grant the subject child project), for financial and technical resources to achieve coordination and exchange of experiences, especially when there is more than one country-based project and when regional and global activities complement the investments at the national level.

3. A Program Steering Committee (PSC), chaired by the WBG, currently consists of the GEF secretariat, GEF Implementing/Project Agencies (UNDP, UNEP, IUCN, WWF, and ADB), and key partners who are leaders in the field[13]. These organizations represent key GEF Implementing/Project Agencies funding global/regional wildlife conservation programs and technical leaders with a presence in key range, transit, and demand countries. PSC organizations can leverage their existing programs and specialist groups to integrate knowledge and coordinate activities as deemed appropriate. Additional PSC members can be considered periodically, based on new investment contributions and capabilities deployed to address significant aspects of global wildlife trade. The PSC will act as an advisory mechanism to maximize synergies and ensure the successful design and implementation of the Program. Individual PSC members can provide input through various PSC mechanisms, including by: (i) participating in PSC meetings; (ii) volunteering for task force committees within specific program areas; (iii) reviewing strategic program documents; and (iv) actively engaging in knowledge management or other related activities.

4. The first PSC meeting was held in New York in September 2015 and was hosted by WCS. All members were briefed on the structure of the GWP and on the concept notes of the national projects and the coordinating grant. At the meeting, the terms of reference for the PSC were finalized. In addition, two task forces have been working on the M&E and on the Knowledge Management components. The task forces delivered a revised M&E framework for GWP and helped organize the First KM Event in Gland that was hosted by IUCN. The PSC has also been actively engaged in the Donor Portfolio review by providing feedback on the TORS and providing information. The second PSC meeting (virtual) was held in March 2016 to discuss the PFD resubmission and the coordinating grant as well as the Naivasha, Kenya Event.

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[12] In pursuit of meeting the aims of the GEF Council document "IMPROVING THE GEF PROJECT CYCLE" (GEF/C.47/07), a lead agency has been appointed that will "ensure coherence of the Program and will be responsible for coordinating all aspects of the Program preparation and implementation".

[13] Existing key partners include: (i) TRAFFIC; (ii) WCS; (iii) CITES; and (iv) WildAid.

5. The key role and responsibilities of the PSC are described below.

6. **Overall Role of the PSC**: The PSC will advise across five key program areas as described below.

7. **Strategic Oversight**: The combined view and expertise of the different PSC members, complemented by key partners, provides input on the illegal wildlife trade problem and the challenges along the design and implementation of the Program. As it relates to the Program and portfolio of child projects, the PSC will help analyze and provide guidance related to changing priorities (i.e. geographic and thematic priorities) or conditions for implementation to review programming and allocation of efforts. The PSC will advise on the necessary adaptive management throughout the implementation of the Program. The PSC will play an important role to ensure the child projects are aligned with the Program's objectives (i.e. components), theory of change, and assess the opportunities to enhance programmatic learning (detailed below).

8. **Stakeholder Coordination and Program Efficiency**: Stakeholder coordination is challenging due to the number of players in the IWT field. The PSC will provide guidance to ensure that the program coordinates efforts across the child projects and key funders relevant to the child projects. The PSC will assist in the coordination and help explore synergies with other global GEF programs and efforts related to the global wildlife crime crisis. These efforts will be aligned and facilitated by the Program as a means to avoid duplication, explore joint efforts, leverage and scale solutions, and the identification and use of lessons learned from ongoing global efforts to contribute directly to this Program's agenda. The specific coordination mechanisms for the PSC will be detailed during implementation.

9. **Quality Enhancement & Monitoring Platform:** The collective knowledge and experience of the PSC members will add quality to the preparation and implementation of the child projects as well as the program design and implementation. The PSC will provide input at the project preparation grant (PPG) stage. PSC comments on the child projects will be provided on a voluntary basis and must adhere to the pre-determined timeline that will be established prior to each review. STAP input will be leveraged for program level considerations. PSC members will contribute to the refinement of the results framework and the monitoring system to track program-level indicators. The annual reports produced as an aggregate of all the child project results as well as key regional and global activities will be reviewed by PSC members.

10. **Programmatic Learning and Knowledge Sharing:** The PSC members will support the knowledge exchange activities under the Program through participation in regular PSC activities or by serving in task forces to support specific efforts The PSC may contribute by helping to: (i) organize conferences/events, virtual learning sessions, and participate in training to promote best practices; (ii) share information, results and lessons learned throughout their established networks; and (iii)leverage any additional financial support needed by countries to maximize the delivery of the knowledge platform.

11. **Communications and Game Changer:** In the process of successfully implementing the different pieces of the Program, the PSC will play a key role in helping to message and disseminate the Program's impacts. The PSC will provide guidance as to the communication of the Program's impact and outreach to the appropriate audiences, including the GEF council, STAP and other key stakeholders.

12. **Representative Areas of Guidance the PSC would advise on**:
    b. Review progress of previously agreed work-plans and calendars
    c. Define key milestones, points for review, and topics that require group agreement
    d. Discuss processes, changes/revisions to Program plans, and key activities as necessary
    e. Review results framework program reports

f. Agree on communications for specific strategic products agreed in work plans
g. Contribute to workshop identification/prioritization and events defined in the work plans
h. Assure consistency in publications/communication documents related to the Program
i. Review and comment on the updated Program Framework Document
j. Review/comment on Project objective and outcomes for consistency with Program Framework

13. **PSC meetings:** The PSC will meet virtually every quarter to track progress and provide opportunities for cross-fertilization. It will meet in person once a year in a different project site or related learning event site to increase uptake of lessons and build synergies. The annual meeting will occur when all child projects gather for monitoring and lessons sharing purposes.

Global Wildlife Program Steering Committee (PSC) Member List*

#	Organization	Primary Representative	Alternate
	GEF Agencies		
1	WBG (Chair)	Claudia Sobrevila csobrevila@worldbank.org (GWP Program Manager)	Valerie Hickey vhickey@worldbank.org Simon Robertson srobertson@worldbank.org
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3	IUCN	Jean-Christophe Vie Jean-christophevie@iucn.org	Dan Challender Dan.challender@iucn.org
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	Partners		
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9	WCS	John Robinson j.robinson@wcs.org	Joe Walston j.walston@wcs.org
10	CITES	Haruko Okusu Haruko.okusu@cites.org	Edward Van-Asch Edward.VAN-ASCH@cites.org
11	WildAid	John Baker baker@wildaid.org	
	GWP Management Support Team		
12	WBG	Elisson Wright Ewright1@worldbank.org GWP Program Coordinator	Hasita Bhammar Hbhammar@worldbank.org GWP Program Analyst

ANNEX 4 –RESULTS FRAMEWORK

1.	As described in Component 2, the Program Results Framework of the **GLOBAL PARTNERSHIP ON WILDLIFE CONSERVATION AND CRIME PREVENTION FOR SUSTAINABLE DEVELOPMENT** Global Partnership described below has been developed in close coordination with members of the PSC, GEFSEC, and STAP. It also benefited from discussions with the national projects representatives and other experts at the Gland KM event in January 2016. GWP has developed an initial GWP tracking tool that will be used to report Program level impact and key performance indicators. The GEF secretariat has reviewed and agreed to use a tailored GWP tracking tool in place of existing GEF-6 tracking tools. GWP will continue to simplify the GWP tracking tool during the first quarter of implementation. Once the GWP tracking tool is officially approved by the GEF, it will be deployed to the countries. In general, there is agreement that the individual countries can track indicators that are relevant to their project design, however a minimum number of indicators (those in the tracking tool) would be collected by all and sent to the GWP team.

PROGRAM IMPACT INDICATOR:

2.	The Program impact indicator and key performance indicators (PI) include:

- Program Impact Indicator: Stabilization or increase in the number of, and area occupied by, elephants, rhinos, and big cats (i.e. lions, tigers, leopards, cheetahs) populations at program sites.
- Program Objective: Promote wildlife conservation, wildlife crime prevention and sustainable development to reduce impacts to known threatened species from poaching and illegal trade.

INDICATIVE PROGRAM RESULTS FRAMEWORK

Program Components	Program Outcomes
Component 1. Reduce Poaching and Improve Community Benefits and management	**Outcome 1**: Reduction in elephants, rhinos, and big cat poaching rates. (baseline established per participating country) *Indicators and targets*: • **1.1**: Poaching rates of target species at program sites (Specifically, a reduction in PIKE trend for elephants to below 50% at each site; and for rhinos and big cats, a reduction in poaching rates to reverse population declines - compared to baseline levels at start of project) • **1.2**: Number of poaching-related incidents (i.e. sightings, arrests, etc.) per patrol day • **1.3**: Number of investigations at program sites that result in poaching-related arrests (increase at first, then decrease over time) • **1.4**: Proportion of poaching-related arrests that result in prosecution (increase) • **1.5**: Proportion of poaching-related prosecutions that result in application of maximum sentences (increase) • **1.6**: Protected areas (METT score) and community/private/state reserves management effectiveness for Program sites (increase) **Outcome 2**: Increased community engagement to live with, manage, and benefit from wildlife *Indicators and targets*:

	• **2.1**: Benefits[14] received by communities from sustainable (community-based) natural resource management activities and enterprises (increase) • **2.2**: Human-wildlife conflict (HWC) as measured by incident reports (decrease) **Outcome 3**: Increase in integrated landscape management practices and restoration plans to maintain forest ecosystem services and sustain wildlife by government, private sector and local community actors, both women and men *Indicators and targets*: • **3.1**: Number of policies, plans, and regulatory frameworks that support low GHG development (increase compared to baseline levels at start of project) • **3.2**: Area of forest resources restored in the landscape, stratified by forest management actors (increase compared to baseline levels at start of project)
Component 2. Reduce Wildlife Trafficking	**Outcome 4**: Enhanced institutional capacity to fight trans-national organized wildlife crime by supporting initiatives that target enforcement along the entire illegal supply chain of threatened wildlife and products *Indicators and targets* • **4.1**: Number of laws and regulations strengthened with better awareness, capacity and resources to ensure that prosecutions for illicit wildlife poaching and trafficking are conducted effectively (increase) • **4.2**: Number of dedicated law enforcement coordination mechanisms (increase) • **4.3**: Number of multi-disciplinary and/or multi-jurisdictional intelligence-led enforcement operations (increase) **4.4**: Number of seizures (increase)
Component 3. Reduce Demand	**Outcome 5**: Reduction of demand from key consumer countries (compared to baseline). *Indicators and targets:* • **5.1**: Percentage change in knowledge, attitudes, and practice (KAP) survey scores towards consumption of illegal wildlife products (measurable positive change compared to baseline) • **5.2**: Number of awareness campaigns that reach target groups to educate them on the negative impacts of illegal wildlife trade (increase) **5.3**: Number of markets/shops/on-line retailers selling illegal wildlife products (disaggregated) compared to baseline (decrease)

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[14] May include monetary and non-monetary benefits. Explicit link with combating illicit trade in wildlife. Includes efforts for communities to engage, manage, and sustainably benefit from wildlife. Includes number of direct project beneficiaries (including input and activity indicators from capacity building, trainings, equipment, jobs, revenue and income, products such as sustainably harvested meat, wildlife conflict measures, etc.) at the local and community level from wildlife management, sustainable livelihoods and economic development (i.e. tourism and other natural resources management and conservation activities) (increase).

Component 4. Knowledge, Policy Dialogue and Coordination	**Outcome 6**: Improved coordination among program stakeholders and other partners, including donors *Indicators and targets*: • **6.1**: GWP national country and ***international donor coordination roundtable*** (IDCR) established • **6.2**: Number of ICCWC supported initiatives • **6.3**: Number of UN wildlife supported initiatives • **6.4**: Establishment of an IWT community of practice • **6.5**: Effective communications of the Program's activities and impact • **6.6**: Program monitoring system successfully deployed

ANNEX 5. ESTIMATED ANNUAL BUDGET BY COMPONENTS AND AGENCY

World Bank Components.

GWP Summary	FY17	FY18	FY19	Total	%
Component 1 - Program coordination	$ 267,500	$ 269,286	$ 267,500	$ 804,286	16%
Component 2 - Strategic partnerships	$ 465,000	$ 456,875	$ 428,797	$ 1,350,672	27%
Component 3 - Knowledge management and communications	$ 600,000	$ 501,875	$ 575,038	$ 1,676,913	34%
Component 4 - Monitoring and Evaluation	$ 445,000	$ 297,688	$ 425,442	$ 1,168,130	23%
Total	**$ 1,777,500**	**$ 1,525,724**	**$ 1,696,777**	**$ 5,000,000**	100%
	36%	31%	34%	100%	

Component 1 - Program coordination	FY17	FY18	FY19	Total	%
1.1 Coordination among GWP implementing agencies and participating countries	$ 85,000	$ 85,000	$ 85,000	$ 255,000	32%
1.2 Coordination with the international donor community supporting IWT efforts	$ 50,000	$ 50,000	$ 50,000	$ 150,000	19%
Sub-Total	**$ 135,000**	**$ 135,000**	**$ 135,000**	**$ 405,000**	50%
Consultant Support	$ 132,500	$ 134,286	$ 132,500	$ 399,286	50%
Sub-Total	$ 132,500	$ 134,286	$ 132,500	$ 399,286	50%
Total	**$ 267,500**	**$ 269,286**	**$ 267,500**	**$ 804,286**	100%

Component 2 - Strategic partnerships (excludes UNDP sub-components 2.2 – 2.3)	FY17	FY18	FY19	Total	%
2.1 Partnership with ICCWC	$ 390,000	$ 380,000	$ 350,000	$ 1,120,000	83%
Sub-Total	**$ 390,000**	**$ 380,000**	**$ 350,000**	**$ 1,120,000**	83%
Consultant Support	$ 75,000	$ 76,875	$ 78,797	$ 230,672	17%
Sub-Total	$ 75,000	$ 76,875	$ 78,797	$ 230,672	17%
Total	**$ 465,000**	**$ 456,875**	**$ 428,797**	**$ 1,350,672**	100%

Component 3 - Knowledge management and communications	FY17	FY18	FY19	Total	%
3.1 - Knowledge Management	$ 375,000	$ 325,000	$ 375,000	$ 1,075,000	80%
3.2 - Communications	$ 150,000	$ 100,000	$ 121,241	$ 371,241	27%
Sub-Total	**$ 525,000**	**$ 425,000**	**$ 496,241**	**$ 1,446,241**	107%
Consultant Support	$ 75,000	$ 76,875	$ 78,797	$ 230,672	17%
Sub-Total	$ 75,000	$ 76,875	$ 78,797	$ 230,672	17%
Total	**$ 600,000**	**$ 501,875**	**$ 575,038**	**$ 1,676,913**	124%

Component 4 - Monitoring and Evaluation	FY17	FY18	FY19	Total	%
4.1 Develop and deploy GWP M&E system	$ 337,500	$ 187,500	$ 312,500	$ 837,500	72%
Sub-Total	**$ 337,500**	**$ 187,500**	**$ 312,500**	**$ 837,500**	72%
Consultant Support	$ 107,500	$ 110,188	$ 112,942	$ 330,630	28%
Sub-Total	$ 107,500	$ 110,188	$ 112,942	$ 330,630	28%
Total	**$ 445,000**	**$ 297,688**	**$ 425,442**	**$ 1,168,130**	100%

UNDP - Component 2. Strategic partnerships

Component 2. Strategic partnerships	FY17	FY18	FY19	Total	%*
2.2 - UN Wildlife initiative	$40,000	$40,000	$70,000	$150,000	8%
2.3 - Coordination with organizations tackling the maritime trafficking of wildlife products	$750,000	$490,000	$520,000	$1,910,000	88%
Sub-Total	**$790,000**	**$530,000**	**$590,000**	**$1,910,000**	**96%**
Project management	$30,000	$30,000	$30,000	$90,000	4%
Total	**$820,000**	**$560,000**	**$620,000**	**$2,000,000**	**100%**

* Adjustments made due to rounding.