United Nations Development Programme

Project Document

Project title: ***Integrated approach to proactive management of human-wildlife conflict and wildlife crime in hotspot landscapes in Namibia***		
Country: Namibia	**Implementing Partner (GEF Executing Entity):** Ministry of Environment, Forestry and Tourism (MEFT)	**Execution Modality:** NIM
Contributing Outcome (UNDAF/CPD, RPD, GPD): **UNPAF (2019-2023)** Outcome 3: *'By 2023, vulnerable populations in disaster prone area and biodiversity sensitive areas are resilient to shocks and climate change effects and benefit from natural resources management);* Strategic Intervention *'Support the implementation of measures designed to combat poaching and illegal wildlife trade, as well as addressing its key drivers, such as human-wildlife conflict.'* **CPD (2019-2023)** Outcome 3: *Build resilience to shocks and crises;* Output 2.1. *'Relevant policies, regulatory frameworks and institutions enabled to ensure the conservation, sustainable use, access and benefit-sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation.'*		
UNDP Social and Environmental Screening Category: HIGH	**UNDP Gender Marker:** GEN 2	
Atlas Award ID: 00126450	**Atlas Project/Output ID:** 00120509	
UNDP-GEF PIMS ID number: 6303	**GEF Project ID number:** 10244	
LPAC meeting date: 14 July 2021		
Latest possible date to submit to GEF: December 13, 2020		
Latest possible CEO endorsement date: June 11, 2021		
Planned start date: December 2021	**Planned end date: December 2027**	
Expected date of posting of Mid-Term Review to ERC: December 11, 2024	**Expected date of posting Terminal evaluation report to ERC:** September 11, 2027	
Brief project description: Namibia is home to two internationally recognised, endemic-rich, biodiversity hotspots and important populations of high-value, threatened species such as rhinoceros, elephants, lions, cheetahs, African wild dogs (or Painted Dogs), and pangolins.		

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

(i) escalating *Human-Wildlife Conflict (HWC)* - especially involving elephants, feline predators, crocodiles and hippopotamus (through damage to crops and infrastructure, loss of life or injuries to people and livestock mortalities) – creating a strong disincentive among affected people to conserve wild animals; and

(ii) the persistent threat posed by wildlife crime (WC) – notably poaching, through organized crime syndicates and incidental illegal killing for subsistence purposes or retaliation resulting from HWC - to populations of high value species, such as elephants, rhinoceros, and pangolins.

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

This Child Project under the World Bank-led Global Wildlife Programme (GWP) aims to safeguard wildlife by incentivizing conservation through proactive management of human-wildlife conflict and wildlife crime, and delivery of wildlife-based benefits to rural communities in selected hotspot landscapes. To achieve this, it will adopt **four complementary approaches** to collectively address the twin challenges of HWC and WC in communal Conservancies and National Parks across three HWC/WC hotspot landscapes in Namibia: North Central (incorporating the flagship Etosha National Park); North West (or Kunene); and North East (incorporating the Bwabwata-Mudumu National Park complex, and falling partially within the KAZA Transfrontier Conservation Area).

The **first approach** is centred on reducing, mitigating and preventing human wildlife conflict (HWC). The project will focus on rebuilding and strengthening the capacities of conservancies, communal farmers, and government agencies to more effectively plan for, manage and monitor HWC.

The **second approach** is centred on combating wildlife crime (WC) and protecting wildlife populations. The project will focus on strengthening the capacities of anti-poaching units, and for science-based management and monitoring of populations of high-risk/high-value species.

The **third approach** is centred on generating economic benefits for communities from wildlife-related enterprises. The project will focus on supporting the development and operationalisation of wildlife-based Joint Venture (JV) enterprises in community conservancies, strengthening the capacities of local communities to support, service and obtain employment in these JVs, and diversifying income streams in community conservancies to help offset the 'costs' of living with wildlife. Under this approach, the project will contribute directly to rebuilding the community conservancy sector in the wake of the COVID-19 pandemic and strengthening its resilience to possible future shocks and disturbances.

The **fourth approach** is centred on enhancing local and national coordination, cooperation and knowledge sharing in HWC and WC. The project will focus on helping to build an HWC-WC community of practice at the local, national and regional geographic scales.

The project outputs and activities are thus directed at:

- Improving co-existence between wildlife and rural communities (measured through a reduction in number and impact of HWC incidents) in the hotspot landscapes.
- Ensuring that critical populations of high-value wildlife in the hotspot landscapes are effectively managed to

reduce threats to their survival (measured through a decrease in poaching incidents and stable or growing populations).

- Increasing the scale and extent of benefits flowing to affected communities from wildlife-based enterprises (measured through an increase in household income).
- Improving capacity for well-coordinated, knowledge-based management of HWC and WC among multiple stakeholders.

As a result of these outcomes, it is envisaged that the net benefits to communities and landowners of living with wildlife would ultimately provide enough incentive for them to support its ongoing conservation, and populations of high-risk, high-value and HWC-implicated species will be safeguarded over the longer term.

(1) FINANCING PLAN	
GEF Trust Fund	USD 6,247,018
UNDP TRAC resources	USD 0
Confirmed cash co-financing to be administered by UNDP	USD 0
(1) Total Budget administered by UNDP	**USD 6,247,018**
(2) CONFIRMED CO-FINANCING	
KfW Development Bank	USD 11,715,629
Government of Namibia (Ministry of Environment, Forestry and Tourism/Ministry of Finance)	USD 41,711,000
UNDP	USD 100,000
(3) Total confirmed co-financing	**USD 53,526,629**
(4) Grand-Total Project Financing (1) + (2)	**USD 59,773,647**

SIGNATURES		
Signature:	**Agreed by Government Development Coordination Authority**	**Date/Month/Year:** 12/10/2021
Signature:	**Agreed by Ministry of Environment, Forestry and Tourism (MEFT)**	**Date/Month/Year:** 12/10/21
Signature:	**Agreed by UNDP**	**Date/Month/Year:** 12/Oct/2021

I. TABLE OF CONTENTS

I. Table of Contents 4
II. Development Challenge 7
III. Strategy 12
IV. Results and Partnerships 20
V. Project Results Framework 45
VI. Monitoring and Evaluation (M&E) Plan 49
VII. Governance and Management Arrangements 52
VIII. Financial Planning and Management 57
IX. Total Budget and Work Plan 59
X. Legal Context 69
XI. Risk Management 70
XII. Mandatory Annexes 73
Annex 0: GEF Budget Template 74
Annex 1: Project maps and geospatial coordinates of project sites 75
Annex 2: Multi Year Work Plan 78
Annex 3: Monitoring Plan 84
Annex 4: Social and Environmental Screening Procedure (SESP) 91
Annex 5: UNDP Risk Register 98
Annex 6: Overview of Technical Consultancies 103
Annex 7: Stakeholder Engagement Plan 114
Annex 8: Environmental and Social Management Framework (ESMF) 114
Annex 9: Gender Analysis and Gender Action Plan 114
Annex 10: GEF Focal Area Tracking Tools 114
Annex 11: Letters of Co-financing Commitment 114
Annex 12: UNDP Partner Capacity Assessment (12.1 HACT and 12.2 PCAT) 114
Annex 13: UNDP Project Quality Assurance (PQA) Report 114
Annex 14: COVID-19 Risk/Opportunity Analysis and Action Framework 114
Annex 15: Climate Risk Assessment 114
Annex 16: GEF Core Indicator Worksheet 114
Annex 17: GEF Taxonomy Sheet 114
Annex 18: Indicative procurement Plan 114

LIST OF TABLES, FIGURES AND MAPS

Table 1: Alignment between project outputs and delivery of GWP II outcomes 15
Figure 1: Project Theory of Change (TOC) diagram 19
Table 2: Partner baseline activities and initiatives 31
Table 3: Summary of overall project risks 34
Table 4: Summary of environmental and social safeguard risks 37
Table 5: Principles guiding stakeholder engagement during project implementation 40
Table 6: Summary of mechanisms to facilitate stakeholder involvement and participation 40
Table 7: Project Monitoring and Evaluation Plan and Budget 51
Table 8: Profile of the project stakeholders and target groups 52
Figure 1: Theory of Change 19
Figure 2: Project organization structure 55

ACRONYMS AND ABBREVIATIONS	
BNP	Bwabwata National Park
CBNRM	Community Based Natural Resource Management
CBO	Community-Based Organization
CCF	Cheetah Conservation Fund
CCFN	Community Conservation Fund of Namibia
COVID-19	Coronavirus Disease 2019, the disease caused by the novel coronavirus, SARS-CoV-2
CUHWC	Coordination Unit for HWC (in the DWNP)
CWCP	(USAID-funded) Combatting Wildlife Crime Project
DLT	Desert Lion Trust
DLP	Desert Lion Project
DWNP	Directorate of Wildlife and National Parks
EHRA	Elephant Human Relations Aid
EIF	(Namibia) Environmental Investment Fund
ENP	Etosha National Park
ERC	(UNDP) Evaluation Resource Center
ESMF	Environmental and Social Management Framework
FC	(Project) Field Coordinator
FM	(Project) Financial Manager
GEF	Global Environment Fund
GIZ	*Deutsche Gesellschaft fur Internationale Zusammenarbeit*
GPTF	Game Products Trust Fund
GWP	Global Wildlife Programme
HEC	Human Elephant Conflict
HPC	Human Predator Conflict
HWC	Human Wildlife Conflict
HWCSRS	Human Wildlife Conflict Self Reliance Scheme
ICCWC	International Consortium for Combating Wildlife Crime
IRDNC	Integrated Rural Development and Nature Conservation
IWPP	Integrated Wildlife Protection Programme
IWT	Illegal Wildlife Trade
JV	Joint Venture
KAZA TFCA	Kavango-Zambezi Trans-frontier Conservation Area
LAC	Legal Assistance Centre
M&E	Monitoring and Evaluation
MEFT	Ministry of Environment, Forestry and Tourism
METT	Management Effectiveness Tracking Tool
MTR	(Project) Mid-Term Review
NACSO	Namibian Association of CBNRM Support Organisations
NAMPARKS	Namibia National Parks Programme
NBT	Nature-Based Tourism

NDT	Namibia Development Trust
NGO	Non-Government Organization
NNF	Namibia Nature Foundation
NP	National Park
NPD	National Project Director
PA	Protected Area/ Project Assistant
PB	Project Board (alternatively termed 'Project Steering Committee')
PIR	Project Implementation Review
PM	Project Manager
PMU	Project Management Unit
PRF	Project Results Framework
SBAA	Standard Basic Assistance Agreement
SESP	(UNDP) Social and Environmental Screening Procedure
SESO	(Project) Social and Environmental Safeguards Officer
SRT	Save-the-Rhino Trust
TA	Traditional Authority
TE	(Project) Terminal Evaluation
TOC	Theory of Change
TOSCO	Tourism Supporting Conservation Trust
UNODC	UN Office for Drugs and Crime
USAID	United States Agency for International Development
WB	World Bank
WC	Wildlife Crime
WCM	(Project) Wildlife Conservation Manager
WCP	Wildlife Credits Program
WWF	World Wide Fund for Nature

II. DEVELOPMENT CHALLENGE

Project context:

1. Namibia hosts remarkable species diversity and exhibits high levels of endemism (see below). The country has the world's largest population of cheetah, is home to 34% of the largest-remaining free-ranging black rhino population in the world, has unique desert-dwelling populations of rhino, lion and elephants, and also hosts other high-value, threatened species such as painted dog (formerly called African wild dogs) and pangolin. The country incorporates two globally-designated 'biodiversity hotspots' – the Sperrgebiet (in the Succulent Karoo Biome) and the Namib escarpment zone – and four Ramsar Wetland Sites of International Importance.

Type of organism	Number of species	% endemism
plants	4,350	16
birds	644	2
mammals	217	12
reptiles	246	28
insects	100,000+	24
arachnids	821	11% of spiders, 47% of scorpions, 5% of solifugids

2. To safeguard this unique biodiversity, the Government of Namibia, working with a diversity of partners, has established an impressive network of 20 state-owned protected areas, covering some 17% of the country's land surface (approx. 140,394 km^2) and the entire 1,500 km of its coastline. These state protected areas are supplemented by a strong community-based natural resource management (CBNRM) programme, which is delivered through 86 registered communal conservancies[1] (that allow for mixed conservation and production land uses) and 32 registered community forests, covering around 20% of the country's land surface (approx. 166,267 km^2), along with a smaller number of freehold conservancies, private game reserves, tourism concessions and community fish reserves.

3. Since independence, Namibia's flagship community-based conservancy program has been a key contributor to environmental conservation and economic development in rural areas. The CBNRM programme devolves rights to community-led institutions to manage, use and benefit from natural resources and wildlife. This is achieved largely through involvement of communities in activities such as conservation hunting and eco-tourism, including through a legislated Joint-Venture enterprise scheme involving government agencies, national non-governmental organizations, private sector investors and rural communities. Through wages and salaries, these businesses provide the greatest source of cash income to households in community conservancies[2]. The conservancy system also provides a legislated basis for communities to benefit from consumptive use of wildlife through subsistence-based and commercial hunting (through concessions), and measures to compensate for damage caused by wildlife. In 2017, community-based conservation created 5,350 jobs and generated more than $9 million (approx. N$114 million) in returns for local communities. To date, hunting has been the most direct way for local communities to extract value from wildlife[3], with about 40% of conservancy income derived from this.

[1] Communal conservancies are self-governing, democratic entities, run by their members, with fixed boundaries that are agreed with adjacent conservancies, communities, or landowners. Communal conservancies are obliged to have wildlife management plans, to conduct annual general meetings, and to prepare financial reports. They are managed under committees elected by their members. Conservancies are recognised by the MEFT, but not governed by the Ministry, although MEFT has powers to de-register a conservancy if it fails to comply with conservation regulations.

[2] MET/NACSO (2018). *State of Community Conservation in Namibia - A Review of Communal Conservancies, Community Forests and other CBNRM Activities* (Annual Report, 2017, MET/NACSO), in Lendelvo, Pinto and Sullivan (2020). *Namibian Journal of Environment* 4B: 1 - 15

[3] Cooney,R; Freese,C; Dublin,H; Roe,D; Mallon,D; Knight,M.(2017). The baby and the bathwater: trophy hunting, conservation and

4. Wild animals and unique natural landscapes are the primary drawcard for the large number of tourists who usually visit Namibia annually, driving a multi-million-dollar tourism sector – before the COVID-19 pandemic this was the third largest economic sector in the country, contributing more than 11% of GDP. Nature-based tourism in national parks and community conservancies has provided many jobs and stimulated economic development, with the potential to deliver benefits to an even larger number of people. Currently, there are 38 conservancies directly involved in tourism activities, including through 61 joint venture lodges and campsites employing 1,175 full-time and 50 part-time staff.[4] In 2019, these Joint-Venture tourism enterprises accounted for 64% of cash income and in-kind benefits to communities, and in some conservancies tourism has become the key source of income (replacing trophy hunting)[5].

5. Communities in conservancies are directly engaged in a diversity of livelihoods associated with tourism activities, including craft production, running camp sites, guesthouses/B&Bs, cultural villages, joint venture lodges, hunting and tour guiding – in 2017, 62 conservancies hosted 171 natural resource-based enterprises. There are a further 15 nature-based tourism concessions[6] on state owned land: one for hunting, 11 for tourist lodges, and 3 for activities such as hot-air ballooning.

6. Although tourism and hunting provide important income diversification opportunities for rural communities, it has been estimated that the general effect of the COVID-19 pandemic will cause losses of N$55.3 million in annual tourism revenue in Namibia and N$60.4 million in salaries of staff living in conservancies[7]. Farming (mainly livestock-keeping) is still the main source of livelihoods for most conservancy members, but its viability is being impacted by the growing effects of climate change (see **Annex 15** for a full account), and increasing human-wildlife conflicts. Access to alternative, nature-based income streams for communities and farmers is thus becoming increasingly important, and measures are needed to bolster the resilience of tourism-related livelihoods and the broader conservancy economy[8].

7. Clearly, natural resources and wildlife occupy an integral position in the lives of Namibia's rural population, supporting cultural value systems and providing the raw materials for meeting daily subsistence and livelihood needs. This means that the conservation and sustainable use of Namibia's biodiversity, and the fair and equitable sharing of benefits arising from this, is inextricably linked – wildlife will only be conserved if the net benefits to communities and landowners of living with wildlife, or engaging in its conservation, outweigh the net costs.

Alignment with national priorities:

8. The country's fifth *National Development Plan (NDP5)* and second *National Biodiversity Strategy and Action Plan* both give priority to sustainable use of biodiversity as one of the key drivers of poverty alleviation and equitable economic growth.

9. Namibia's *Second National Biodiversity Strategy and Action Plan 2013-2022* (NBSAP) details the national strategies and programmes for the conservation and sustainable use of biological diversity under the Convention on Biological Diversity (CBD).

---

rural livelihoods. *Unasylva* 249(68): 3-16

[4] MET/NACSO (2020), in Lendelvo *et al.,* 2020. Note: figures exclude employment provided through hunting concessions.

[5] Not all conservancies have the potential to earn strong incomes from trophy hunting or tourism. Many are on marginal land with little wildlife, but still have a strong conservation value to Namibia.

[6] *Concession* means the right, whether full or restricted or shared or exclusive to conduct tourism activities and/or to commercially use of state-owned plant and/or animal resources (collectively referred to as wildlife resources) on business principles in proclaimed protected areas and any other State Land for a specified period of time. There are four broad types of concession: lodge-based tourism, camp site-based tourism, trophy hunting, and traversing rights (whereby a communal conservancy or tour operator may have rights to traverse national park areas with tourist clients). The nature-based tourism concessions granted to conservancies are called 'head concessions' and are conditional upon conservancies tendering out management of tourism in concession areas to private sector operators with both experience and capacity.

[7] Paxton, M.(2020). *The coronavirus threat to wildlife tourism and conservation*. http://www.undp.org/content/undp/en/home/blog/2020/the-coronavirus-threat-to-wildlife-tourism-and-conservation.html

[8] At the time of writing this Prodoc, the Ministry of Forestry and Tourism of Namibia is commissioning the development of a Tourism Recovery Strategy to identify measures to mitigate the impacts of COVID-19 on tourism-based livelihoods

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

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

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

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

14. Namibia is party to several treaties, conventions and other multilateral agreements, including: Convention on Biological Diversity (CBD) and Nagoya Protocol; Convention on the International Trade in Endangered Species of Wild Flora and Fauna (CITES); UN Framework Convention on Climate Change (UNFCCC); UN Convention to Combat Desertification (UNCCD); Convention for the Protection of World Cultural and Natural Heritage; International Convention on the Elimination of All Forms of Racial Discrimination (ICERD); International Covenant on Economic, Social and Cultural Rights (ICESCR); International Covenant on Civil and Political Rights (ICCPR); Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW); and United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). Additionally, Namibia takes part in various international standards, reviews and processes including: United Nations Sustainable Development Goals (SDGs); African Charter on Human and Peoples' Rights (ACHPR); and Universal Periodic Review (UPR).

Problems and root causes:

15. Many Namibian conservancies are reporting increased abundance of wildlife populations, but this is now being accompanied by increased frequency (8,067 incidences 2017) and severity of **Human Wildlife Conflict** (HWC) - especially involving elephants, feline predators, crocodiles and hippopotamus - resulting in damage to crops, gardens and infrastructure (water points, fences, kraals, boreholes, etc.), loss of life or injuries to people and livestock mortalities. Most livestock predation incidences arise from livestock and grazing management practices that leave livestock vulnerable to predators (including hyena, cheetah, jackal, leopard, lion and crocodile). The expansion of predator and elephant home ranges deep into human settlements, and expansion of human settlements into predator and elephant movement corridors, is also resulting in increased competition for space and resources. This conflict is being further exacerbated by the prevailing drought conditions in the country[9]. Many conservancies are also located adjacent to national protected areas and form an important part of natural wildlife migratory corridors between protected areas. While this opens important opportunities for an

[9] In May 2019, the state declared a National State of Emergency as a result of the drought.

integrated, landscape approach to management of wildlife it also has the potential for increased conflicts between people and wild animals. The increase in HWC thus presents significant economic displacement risks and causes trauma to people, creating a strong disincentive among affected people to conserve wild animals.

16. Because of its economic impact on the tourism industry, Namibia is particularly susceptible to **wildlife crime** (WC), notably the **poaching of high value species** such as elephant (27 animals poached in 2018), rhino (61 animals poached in 2018) and pangolin (39 live and 65 dead pangolin seized in 2019). Conservancy residents experiencing HWC sometimes also engage in retaliatory killing (and poisoning of carcasses) to remove damage-causing animals[10]. In Namibia it has been established that those species at the highest risk of illegal killing (through retaliation or poaching) also feature amongst those that pose the highest livelihood risks through HWC[11]. The connections between poaching and HWC in conservancies are a significant local conservation concern because poaching is compromising the ability of local communities to legally use natural resources to support local livelihoods, and reduces wildlife available for local economic development (e.g. ecotourism, hunting). Efforts to reduce the risks from poaching thus necessitate, in part, reducing HWC impacts on human livelihoods and economic development.

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

18. These problems have been compounded by disruptions to regular management and operations of both national protected areas and community conservancies as a result of COVID-19 containment and mitigation measures (See **Annex 14** for an assessment of the risks and impacts of COVID-19 in Namibia). Conservancies are social institutions requiring the participation and consent of community members, and social distancing measures have disrupted their day-to-day management, with some conservancies choosing to become 'dormant', ceasing all operations except for payments to staff members. The mobile community game guard system has been disrupted, thus increasing the vulnerability of wildlife to poaching, reducing the capacity to respond to incidents of HWC, and affecting the flow of information between conservancy members and the conservancy leadership[12].

Barriers to addressing these problems:

19. Current efforts to address HWC and WC in ways that increase the benefits flowing from wildlife conservation to communities and farmers are being impeded by four main barriers, described below. The impacts of the COVID-19 pandemic in Namibia serve as a significant 'threat multiplier' adding complexity to these barriers and intensifying the challenges associated with overcoming them – see **Annex 14** for a full account of the impacts of COVID-19 on the country's capacity for managing wildlife crime, addressing human-wildlife conflict and generating economic and livelihood benefits from wildlife-based enterprises.

20. *Barrier 1. Gaps and inefficiencies in the institutional capacity and resources available to mitigate, manage and prevent HWC at scale:* The Ministry of Environment, Forestry and Tourism (MEFT) carries overall responsibility

[10] However, not all human-caused wildlife mortality is from poaching, as lethal control is permitted under the Revised National Policy on HWC Management

[11] Kahler,J.S & Gore,M.L. 2015. Local perceptions of risk associated with poaching of wildlife implicated in human-wildlife conflicts in Namibia. *Biol Cons*. 189: 49 - 58 (Special Issue Article: Conservation Crime)

[12] Lendelvo, S; Pinto,M; and Sullivan,S. (2020). A perfect storm? The impact of COVID-19 on community-based conservation in Namibia. *Namibian Journal of Environment* 4 B: 1 - 15

for managing and addressing HWC, but has insufficient equipment and lacks dedicated, trained capacity to perform these functions effectively, and at scale. Currently PA game wardens, rangers and scouts have to deal with HWC as one of their many wildlife and protected-area management duties. Building on the experiences of many partners (such as IRDNC), the MEFT has developed a customized set of technical, information-based and other measures for preventing HWC (based on the 'toolbox' advanced by the IUCN Task Force on HWC, and other HWC experts), and has species-specific HWC management plans either available (e.g. for lions) or under preparation (e.g. elephants). However, there are inadequate resources, equipment and capacity available to catalyze (or scale up) their implementation and monitor their effectiveness. A National HWC Coordination Centre has been established for collecting, managing and serving HWC data and coordinating action plans across the country, but this currently lacks the equipment (IT and communications) and resources it needs to become fully operational. The Government of Namibia maintains a Human Wildlife Conflict Self Reliance Scheme (HWCSRS) - financed by the Game Products Trust Fund (GPTF) - to provide the means to partially offset the losses of communities and individuals from the impact of HWC[13]. However, the amounts paid out from the HWCSRS to affected farmers and communities do not cover the full value of their loss.

21. *Barrier 2. The capacity to protect wildlife populations and reduce incidence of wildlife crime is constrained by limited capacity, equipment, data and coordination:* Working with partners in other line ministries, the MEFT has established a dedicated Anti-Poaching Unit (APU), with teams deployed to selected sites in the three targeted landscapes (see Section III below). Whilst the introduction of the APUs has largely stabilized the poaching situation, its capacity to scale up and sustain efforts to manage the ongoing threat posed by syndicated poaching (which is fueled by ever-increasing external demand) is constrained by shortages of equipment and operating costs (for surveillance, detection and interception of poachers, and other criminals in the IWT chain), and weak coordination capacity for facilitating rapid and strategic response to incidents of wildlife crime. To enable better protection and more responsive management of high-risk, high-value species, the MEFT has initiated the development of species-specific, science-based management plans. Implementation and finalization of these plans is however being constrained by inadequate resources for implementation, lack of field equipment and monitoring capacity.

22. *Barrier 3. The wildlife economy is currently weakly diversified, and too few communities are currently empowered to benefit from it:* Namibia has a vibrant Community Based Natural Resource Management (CBNRM) programme and joint-venture (JV) ecotourism sector, which has amply demonstrated the potential of biodiversity-based value chains to provide jobs and stimulate economic growth, despite some challenges. There is however a constant need to ensure that JV contract management and support processes are kept as simple as possible in order to maintain financial oversight over JV operations. Financial viability also remains a concern for some conservancies, with 21 conservancies failing to generate cash income, either because they have not yet developed enough income generation capacity, or they have little potential to generate income from hunting or tourism. Currently, the benefits that are flowing to communities from living with wildlife are often outweighing the costs (in terms of economic displacement caused by HWC), and wildlife-based value chains are still weakly diversified. To incentivize conservation, there is a need to empower more communities to enter innovative business partnerships linked to wildlife tourism and beneficiation of wildlife value chains, with cross-links to agricultural production and sustainable management of water and land resources.

23. *Barrier 4*. *The current information-sharing and knowledge management network for HWC and WC-related issues is under-developed*, resulting in weak cooperation and collaboration between programmes and stakeholders, and limited stakeholder participation in management and prevention of incidents, monitoring and knowledge-sharing. There is a well-established network of stakeholder forums through which information could be exchanged, but these need to be formalized, coordinated and empowered to contribute to local,

[13] For every hectare damaged by elephants, buffaloes and hippos, an amount of N$1 000 per hectare is paid out by the HWCSRS, while for livestock, N$300 is paid out for cattle, N$500 for a goat, N$700 for a sheep, N$800 for a horse, N$500 for a donkey and N$700 for a pig. Payments will be made only if certain requirements are met (such as reporting the incident within a day, keeping the animals in adequate livestock enclosures at night, and that the killing is verified by a ministry staff member or a community game guard, where such structures exist). Also, in incidents where a person is killed by a wild animal, N$10 000 is paid towards funeral cover.

regional and global knowledge-sharing and to build a specific community of practice on HWC-WC and the wildlife economy.

III. STRATEGY

Baseline scenario and projects:

24. Over the past 20 years, a strong baseline of donor-funded investment projects and programmes has played an important role in complementing government-led efforts to build the capacities of the protected area system and develop the potential of communal conservancies to more effectively manage wildlife and natural resources, and sustainably generate tangible benefits and returns from them.

25. These projects and programmes include a number of GEF-financed UNDP-supported projects (including SPAN - Strengthening the Protected Area System of Namibia; PASS - Strengthening the Capacity of the Protected Area System to address new management challenges; NAMPLACE - Protected Landscapes Conservation Areas Initiative; the World Bank-supported ICEMA - Integrated Community-Based Ecosystem Management; and the NAMPARKS (Namibia National Parks) Programme funded by the German Government and now in its fifth cycle.

26. These larger-scale investments are complemented by numerous local-scale initiatives (See Table 2 for details) being supported and implemented through partnerships with bilateral agencies, NGOs and the private sector in Namibia, including GIZ, KfW, WWF-Namibia, Namibia Nature Foundation (NNF), Save-the-Rhino Trust (SRT), Integrated Rural Development and Nature Conservation (IRDNC), Africat Foundation, Desert Lion Trust (DLT), Cheetah Conservation Fund (CCF), NACSO (the Namibian Association of CBNRM Support Organisations); Legal Assistance Centre (LAC); Namibia Development Trust (NDT); Nyae Nyae Development Foundation Namibia (NNDFN); Elephant Human Relations Aid (EHRA), Namibian Chamber of Environment (NCE), Desert Lion Project (DLP) and the Rare and Endangered Species Trust (REST) – see Table 2 for a description of the work driven by these agencies.

27. Several funding mechanisms instituted by government (e.g. the Game Products Trust Fund, GPTF; and the Environmental Investment Fund, EIF) and NGOs (e.g. the Wildlife Credits Program, WCP14; Tourism Supporting Conservation Trust, TOSCO; and, the Community Conservation Fund of Namibia) have also been established to finance community-based natural resource management in Namibia – see paragraphs 95 to 106 for a more detailed description of these.

28. Most recently, and as an immediate response to the crisis created by the COVID-19 pandemic, the MEFT, with support of both national and international partners[15], has established the *Conservation Relief, Recovery and Resilience Facility*. This fund (valued at about $1.5 million at the time of writing) will help conservancies to address some of the immediate impacts of the pandemic, through immediate support for things such as game game-guard wages, addressing human-wildlife conflict and aspects of conservancy governance.

29. Despite the enormous gains that have been made through these collective efforts to date, measures to address HWC and wildlife crime now need to be consolidated, adequately-resourced, scaled up, and integrated with measures to incentivize conservation through building the wildlife-based economy, with greater inter-agency cooperation and stakeholder participation and beneficiation. The COVID-19 pandemic has further underscored the urgency of doing this to reduce the flow of illegally- sourced wildlife and wildlife products into local and global markets, and to reduce the vulnerability of communities affected by human-wildlife conflicts.

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

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

Theory of Change and alternative scenario:

30. The project's Theory of Change (TOC), depicted diagrammatically in **Figure 1** below, summarizes the services and products through which the project will achieve its intended outcomes, medium and longer-term impacts and overall development objective (or impact goal). It describes a set of causal linkages between the services and products to be delivered by the project (outputs), immediate outcomes, and medium and longer-term impacts arranged logically to form impact pathways.[16] The assumptions that connect the early, intermediate and longer-term outcomes and impacts[17] are also indicated in the diagram and are described more fully under each impact pathway.

31. Under the **baseline scenario** (described in preceding sections), increasing HWC, the persistent threat of wildlife crime, and multiple capacity limitations, are compromising Namibia's ability to safeguard its wildlife populations in support of a resilient, wildlife-based economy that can deliver sustained benefits to communities living in wildlife conservancies.

32. The project's **objective** (or impact goal) is to safeguard wildlife by incentivizing its conservation through proactive management of human-wildlife conflict and wildlife crime, and delivery of wildlife-based benefits to rural communities in selected hotspot landscapes.

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

- coexistence between wildlife and resilient communities will be improved (measured through a reduction in number and impact of HWC incidents);
- critical populations of high-value species will be more effectively managed to reduce threats to their survival (measured through a decrease in poaching incidents and stable or growing populations);
- increased benefits will flow to affected communities from wildlife-based enterprises (measured through an increase in household income); and,
- stakeholders across the spectrum will be empowered to take informed and coordinated action to address HWC and WC in integrated and proactive ways (as a result of their participation in project-mediated knowledge-exchange opportunities and engagement with the global community of practice through the Global Wildlife Programme and other regional platforms).

34. This scenario will be supported by socially-inclusive multi-stakeholder collaboration at national, regional and local scales; evidence-driven decision-making and management approaches (based on integrated social, economic and ecological research); implementation of innovative, fit-for-purpose technologies and best-practices that enhance capacity for prevention and management of wildlife crime and human-wildlife conflict; and entrepreneurship and sustainable business models that enable rural communities to gain greater benefits from wildlife conservation through diversified value chains.

35. Under this scenario, it is envisaged that the net benefits to communities and landowners of living with wildlife would ultimately outweigh the costs, providing enough incentive for them and HWC-implicated species will be safeguarded over the longer term.

36. The project's TOC is premised on two over-arching **assumptions**: (i) there is ongoing, constructive cooperation and support from communal conservancies and conservancy members; and (ii) there is strong and sustained MEFT leadership in assuring synergies and complementarity between this project and other WC-HWC initiatives in the hotspot landscapes. It is further assumed that the project interventions, in conjunction with other baseline investments and activities, will be adequate to mitigate the impacts of the COVID-19 pandemic on tourism and the community conservancy programme (See **Annex 14** for a more detailed account). The assumptions underpinning delivery under each impact pathway are described in more detail below. The risks to delivery of the project's outcomes that would arise if these assumptions are not met are reflected in the project's risk management strategy (See paragraphs 110 to 119, and **Annexes 4, 5, 14 and 15**).

[16] GEF-STAP. 2019. *A Theory of Change Primer - a STAP document*. Accessible here: "Theory of Change Primer"

[17] *Roe, D.;Biggs,D.;Dublin,H.; and Cooney,R. 2016.* Engaging communities to combat illegal wildlife trade: a Theory of Change. IIED Briefing, issue February 2016. Accessible at: http://pubs.iied.org/17348IIED

37. To achieve its objective, the project will implement **four complementary strategic approaches**[18] (corresponding with the impact pathways shown in Figure 1), which collectively address the twin challenges of human wildlife conflict and wildlife crime in more pro-active and integrated ways that seek to generate benefits for rural communities from wildlife-based value chains. Through this, the project also presents several direct opportunities for assisting Namibia with its recovery from the more immediate impacts of the COVID-19 crisis, and for building the longer terms resilience of the conservation sector and the country's Community Based Natural Resource Management programme to future shocks and disturbances (see **Annex 14** for a full description of these opportunities).

38. The first approach (impact pathway 1) is centred on reducing, mitigating and preventing human wildlife conflict (HWC). To deliver this outcome, the project will strengthen the capacities of conservancies, communal farmers and MEFT to plan for and respond to HWC in the hotpot landscapes (Output 1.1), implement HWC-avoidance and mitigation measures, with a focus on elephants and predators (Outputs 1.2 and 1.3), and manage and monitor populations of targeted species more effectively (Output 1.4). It will specifically build individual, community, and institutional capacities to implement key elements of the *Revised National Policy on HWC* (2018-2027) in the hotspot landscapes. The **assumptions** underpinning this approach are that: the project interventions will be adequate to address HWC at scale in the hotspot landscapes; and, the reduction in the costs of living with wildlife will be enough to reduce the vulnerability of communities and enable co-existence, with the result that populations of the targeted species will be conserved over the longer term.

39. The second approach (impact pathway 2) is centred on combating wildlife crime (WC) and protecting wildlife populations. To deliver the intended outcome (a reduction in the number of wildlife crime incidents), the project will strengthen the capacity for law enforcement (Output 2.1), and for the science-based management and monitoring of populations of high-risk/high-value species (Output 2.2). Under Output 2.1, the project will specifically assist in operationalising and coordinating the deployment of anti-poaching units (APUs) in the hotspot landscapes. The **assumptions** underpinning this approach are that: State-led Anti-Poaching Units will work constructively with community patrollers and conservancy members to incentivize their cooperation and discourage involvement in wildlife crime (retaliatory killing and poaching); the increased effectiveness of the APUs will be matched by improved efficiencies elsewhere along the law enforcement and prosecution chain; wildlife populations will not be depleted by other factors (such as drought, or significant loss of conserved habitats); and, a growth in animal populations will not result in increased HWC.

40. The third approach (impact pathway 3) is centred on stimulating growth in the wildlife-based economy and the generation if economic benefits for communities from wildlife-related enterprises. The project will support the development and operationalisation of wildlife-based Joint Venture (JV) enterprises in community conservancies (Output 3.1), and strengthen the capacities of local communities to support, service and obtain employment in these JVs (Output 3.2), in the hotspot landscapes. It will also support the diversification of income streams in community conservancies to help offset the 'costs' of living with wildlife and to increase longer-term resilience to other socio-economic and environmental shocks and disturbances (Output 3.3). Under this approach, the project will contribute directly to rebuilding the community conservancy sector in the wake of the COVID-19 pandemic, and the revitalization of the nature-based tourism sector. The **assumptions** underpinning this approach are that: the business opportunities identified are economically viable; private sector partners are willing to enter into and invest in JV enterprises and the Wildlife Credits Scheme; the mining sector is willing to participate in the voluntary biodiversity offsets scheme; benefits derived from wildlife-based businesses are distributed equitably and are adequate to promote coexistence; and, national plans for recovery and re-positioning of the tourism sector are effective in restoring and sustaining demand for wildlife-tourism and related products.

41. The fourth approach (impact pathway 4) is centred on enhancing local and national coordination, cooperation and knowledge sharing in HWC and WC. The project will specifically help to build the HWC-WC community of practice, both locally and regionally through development and implementation of knowledge-sharing mechanisms (Output 4.1), and participatory M&E of project outcomes and active gender mainstreaming (Output 4.2). The **assumptions** on which delivery under this component is premised are: communities and other

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

stakeholders are willing and able to participate actively; knowledge-sharing reaches all communities and social groups (including women, indigenous peoples and other vulnerable groups); and, the MEFT is able to achieve the synergies required to coordinate the activities of the different stakeholders involved in WC and HWC management.

Targeted landscapes:

42. The project will be implemented in three HWC/WC hotspot landscapes (refer to maps and coordinates in **Annex 1**, as follows):

    (i) the North-Central Region, centred on Etosha National Park and surrounding communal conservancies to the north and west.
    (ii) the North-West (or Kunene) Region, centred on the Palmwag, Etendeka and Hobatere Concession Areas and their associated communal conservancies.
    (iii) the North-East Region centred on the core conservation and multiple use areas of the Bwabwata-Mudumu National Park complex (which falls partially within the KAZA TFCA domain).

Programmatic alignment:

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

44. Within the **GWP Programme Framework**, the project will contribute to the GWP II Theory of Change (TOC) through delivery of core outcomes as described in Table 1, below:

Table 1: Alignment between project outputs and delivery of GWP II outcomes

GWP components	GWP program outcomes	Key project contributions to GWP outcomes	Key project targets
Component 1 Conserve wildlife and enhance habitat resilience	-Stabilization or increase in populations of, and area occupied by, wildlife at program sites -Areas of landscapes and terrestrial/marine protected areas under improved practices and management effectiveness (METT for PAs) -Formal agreements signed to increase connectivity of landscapes and establish transnational conservation areas -Strengthened long-term partnerships, governance, and finance frameworks for PAs -Increased revenues for protected areas and landscapes	Training equipment and operational support provided to the management and monitoring of high-value, high-risk species (elephants, rhinos) in accordance with science-based species management plans (Output 2.2)	PAs and conservancies managed more effectively. Indicated by: - 3,004,500 ha of terrestrial protected areas improving their METT score from an average of 62 to an average of 64 by EOP Wildlife populations stabilized or increasing. Indicated by: - A >15% reduction (as a % of the baseline) in the total number of elephants and rhinos poached per annum in the hotspot landscapes. - An increase in the total number of elephant (~4,000 at baseline) and black rhino (< 2,000 at baseline) populations in the hotspot landscapes to >4,000 and 2,200 respectively.

			Landscapes with improved biodiversity management practices. Indicated by: - 711,000 ha of conservancies under an improved conservation management regime
<u>Component 2</u> Promote wildlife-based and resilient economies	-Enhanced policies, legislations, and strategies to foster wildlife-based economy -Increased access to finance for enterprises that support wildlife-based economy (WBE) -Strengthened capacity of stakeholders to develop WBE and sustainable use activities -Increased concession agreements and nature-based tourism investments -Increased participation of communities in conservation compatible rural enterprises and WBE jobs -Additional livelihood activities established -Increased Human-Wildlife Conflict (HWC) strategies and site interventions deployed	Conservation of wildlife in community conservancies incentivized through: (i) developing wildlife-based JV enterprises (Output 3.1); (ii) establishing community-based supply chain services (Output 3.1); (iii) strengthening technical and professional skills of local communities (Output 3.2); and (iv) diversifying income streams (Output 3.3) Effective HWC strategies implemented through: (i) establishing dedicated HWC response coordination teams (Output 1.1); (ii) developing and maintaining a national HWC information management system (Output 1.1); and (iii) installing and scaling up of HWC avoidance/ prevention measures (Output 1.2 and 1.3)	Increased incentives to protect and coexist with wildlife. Indicated by: - An increase in the total number of conservancy members (disaggregated by gender) directly employed by/in wildlife-based businesses in targeted conservancies from 748 (M=553; F=194) to 885 (M=581; F=304). - An increase in the total value of income (N$ per annum) in conservancies from the wildlife-based economy in targeted conservancies from N$119,541,809 to N$171,495,990. - An improvement in the % of targeted conservancies that are generating enough returns to: (i) cover operational costs from own income; and (ii) provide benefits to members (baseline <40% and <25%) to 50% and 35% respectively. - At least 60 (M=25; F=35; Youth=50) individuals from targeted conservancies complete formal (nature-based tourism) skills training courses and/or obtain accreditation Reduction in HWC incidents. Indicated by: - A reduction in the average number (per annum) of validated HWC incidents in targeted conservancies from >106 to <90. - An improvement in the average response time (hours) to reported HWC incidents in targeted conservancies from >72 hrs to <24 hrs. - An increase in the number of approved HWC management plans in targeted conservancies that are under implementation from 0 to 5.
<u>Component 3</u> Combat wildlife trafficking	-Strengthened policy and regulatory frameworks to prevent, detect and penalize wildlife crime -Improved access to and use of actionable information, data, and intelligence through secure sharing mechanisms	Anti-poaching operational, surveillance and communication equipment procured, tested, installed and/or upgraded (2.1) Professional training, planning and organizational support	Strengthened institutional capacity for combatting WC (including implementation of innovative law enforcement tools, and improved data sharing and intelligence gathering). Indicated by:

	-Improved enforcement, judicial, and prosecutorial institutional capacity to combat wildlife crime (site-based law enforcement). -Increased use of financial investigations and specialized techniques applied to other serious crime -Decreased number of target species poached (i.e. use of SMART tools)	for more effective patrolling, intelligence gathering, investigations and information management by anti-poaching field units (Output 2.1) Operational support to research and monitoring of high-risk, high value wildlife populations (Output 2.2)	- A >15% reduction (as a % of the baseline) in the total number of elephants and rhinos poached per annum in the hotspot landscapes. - An increase in the number of successful arrests and prosecutions of poachers (as a proportion of the total number of rhino and elephant poaching incidents in the hotspot landscapes) from <60 to 70 per annum.
Component 4 Reduce demand	N/A	N/A	N/A
Component 5 Coordinate and enhance learning	-Enhanced understanding of wildlife as an economic asset -Strengthened Public-private partnerships for promoting wildlife-based economies -Enhanced upstream sector engagement (governance, fiscal, finance, and trade) -Improved coordination among countries, donors, and other key stakeholders engaged in the implementation of the GWP -Increased global policy dialogue and engagement on IWT and wildlife for sustainable development -Enhanced GWP management and monitoring platform	Regional and national HWC-WC knowledge sharing platforms, involving local and regional stakeholders and GWP coordination platforms, contribute to awareness-raising and the sharing of information and lessons learnt (Output 4.1) M&E system (including gender indicators) guiding project implementation (Output 4.2)	Improved coordination and collaboration with neighbouring countries and among GWP countries and a community of practice built to share applied knowledge. Indicated by: - More than 10 case studies/best practice knowledge management products developed and disseminated through GWP and other knowledge-sharing platforms. - More than 12 informal dialogues and formal information-sharing sessions hosted per annum in the hotspot landscapes. - At least 350 (210=M; 140=F) individuals participating in knowledge-sharing opportunities (including exchange programmes and national, regional and global HWC/WC meetings).

45. The project will contribute to national implementation of the following decisions for parties to the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES): 18.110 (reporting on enforcement measures for black rhino populations); 18.111 (joint investigations an operations to address organised crime); 18.244 (study of African Lion population trends, and conservation and management practices); 18.249 (information on lion populations, illegal killing and illegal trade); 18.33 (case studies on the contribution of species conservation to community livelihood development); and 18.39 (share ideas, information and experience on capacity-building activities).

46. The project will also contribute significantly to the implementation of the *United Nations Partnership Framework* (UNPAF) for Namibia (2019-2023), in particular the Strategic Intervention to 'Support the implementation of measures designed to combat poaching and illegal wildlife trade, as well as addressing its key drivers, such as human-wildlife conflict' under Outcome 3 ('By 2023, vulnerable populations in disaster prone area and biodiversity sensitive areas are resilient to shocks and climate change effects and benefit from natural resources management').

47. It will further support the implementation of *UNDP Country Programme Document* (CPD) for Namibia (2019-2023), under Outcome 3 ('Build resilience to shocks and crises'), Output 2.1 ('Relevant policies, regulatory frameworks and institutions enabled to ensure the conservation, sustainable use, access and benefit-sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation').

48. The project outputs are aligned with priorities that have been determined through the process supported by the United Nations Office on Drugs and Crime (UNODC) and the International Consortium on Combating Wildlife and Forest Crime (ICCWC) to build the baseline of Namibia's preventive and criminal-justice responses to wildlife and forest crime (WLFC), in particular the implementation of the ICCWC Toolkit and ICCWC Indicator Framework.

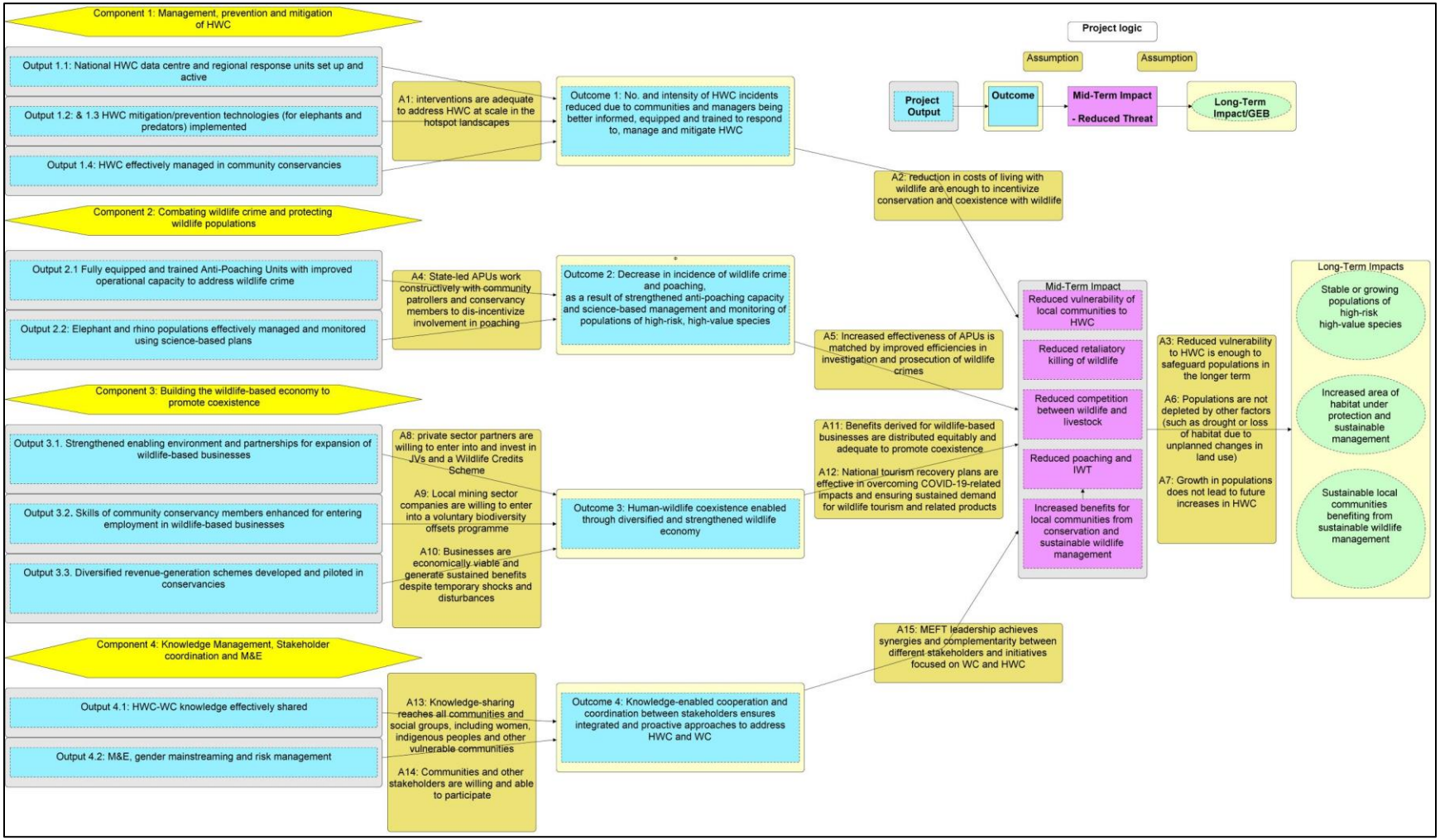
Contribution to Global Environmental Benefits:

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

50. The project will work to reduce HWC and wildlife crime (SDG Targets 15.7 and 15.C) and contribute to ensuring that Namibia's unique ecosystems, and the essential services they provide, are safeguarded, taking into account the needs of women, indigenous and other local communities, and the poor and vulnerable (Aichi Target 14, SDG 5). This will contribute to preventing the extinction of threatened species (Aichi Biodiversity Target 12 and SDG Target 15.5) such as elephants and rhinoceros – including one of the largest free-roaming populations of desert-adapted black rhinoceros.

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

Figure 1: Project Theory of Change (TOC) diagram



IV. RESULTS AND PARTNERSHIPS

Expected Results*:*

52. The *project's objective, strategic approach* and Theory of Change are described in Section III above.

53. The project comprises four complementary *components*[19]*:*

    Component 1: Management, prevention and mitigation of human-wildlife conflict
    Component 2: Combating wildlife crime and protecting wildlife populations
    Component 3: Building the wildlife-based economy to promote co-existence
    Component 4: Knowledge management, stakeholder coordination and monitoring and evaluation

Component 1: Management, prevention, and mitigation of human-wildlife conflict in the hotspot landscapes
(Total Cost: US$ 22,266,604; GEF project grant requested: US$ 1,994,100; Co-financing: US$20,272,504)

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

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

54. A small (2 full-time staff) Coordination Unit for HWC (Sub-Division: HWC and Conservation Hunting) under the Division of Wildlife Support Services (WSS) in the Directorate of Wildlife and National Parks (DWNP) in MEFT has been established to: (i) maintain information on HWC incidents[20]; (ii) disburse funds from the Game Products Trust Fund (GPTRF) to conservancies to offset costs incurred by their members affected by HWC[21]; (iii) directly compensate individuals living outside conservancies who are impacted by HWC[22]; and (iv) monitor progress in implementing the *Revised National Policy on HWC Management* (2018-2027).

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

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

57. Project support will thus be focused on supporting the DWNP in the full development, operationalisation, and maintenance of a centralised HWC monitoring and information management system in the CUHWC. This support will include the comprehensive design of a HWC monitoring and information management system; the acquisition of the requisite computer and networking software and equipment for the system; and the development of data standards, data validation procedures, data capture protocols and user interfaces for the

[19] These components correspond to the strategic approaches to the project described in Section III of the PRODOC and illustrated in the TOC diagram in Figure 1.
[20] Collated from the prescribed HWC field investigation and claim forms (HWC Investigation Form; Funeral Assistance Claim Form; HWCRS Claim Form – Livestock Loss; and/or HWSRS Claim Form – Crop Damage).
[21] The Namibian government does not offer direct compensation to individual farmers or communities, due to the complexity of compensation schemes and their potential to be open to abuse. However, conservancies receive fixed payments through the Human Wildlife Conflict Self Reliance Scheme (HWCSRS) to offset the costs incurred by farmers from their losses (see also Output 3.3 below).
[22] People in non-communal areas are also entitled to payments, but not people on private land.

system. As an essential part of this support, GEF funding will also be used to implement and maintain an intensive, specialised GIS and database management training programme for the CUHWC staff. Once the HWC monitoring and information management system is tested and operational, GEF funding will then be used to assist in populating the HWC database with all the validated historical HWC records. The design and development of the HWC monitoring and information management system will need to be undertaken in close collaboration with the Directorate of Scientific Services (DSS), as they are responsible for ensuring that the information gathered through the HWC database is analysed on an ongoing basis to understand the impacts and trends of the conflict, and the effectiveness of the technical solutions being adopted to reduce or mitigate HWC.

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

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

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

    (i) equipping (with office furniture, computers, safety equipment, SMART GPS data units, field measuring equipment, digital cameras, radio/cell communications, etc.) the 3 HWC management units (max of 3 staff per unit);
    (ii) implementing annual 'train the trainer' courses for the HWC management unit staff[23] (including HWC policies and legislation, incident investigation, incident reporting, data standards and protocols, problem animal detection, problem animal control, HWC mitigation measures, etc.);
    (iii) implementing and maintaining an early-warning communications system (of known problem animal movements) for conservancy members within the region;
    (iv) implementing an annual HWC training programme for conservancy staff, conservancy committees and traditional leaders (policies and legislation, incident investigation, incident reporting, data standards and protocols, problem animal detection, problem animal control, HWC mitigation measures, etc.) within the region; and
    (v) implementing and maintaining a focused HWC communications and extension support service in conservancies (e.g. host demonstration field days, provide extension advisory service to conservancy members, produce and disseminate information materials, maintain a local toll-free line, provide assistance with processing damage/loss claims) within the region.

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

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

62. Free-roaming desert elephants in the North West and North Central hotspot landscapes can be destructive in their search for water, and due to the devastating succession of droughts in the region, they are often competing

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

for the same resources as other animals and humans. Elephants are known to frequently destroy water pipes, damage dams or spear their tusks through water tanks to provide water for the herd[24]. This destructive behaviour can often leave local communities without a local water source for years.

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

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

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

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

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

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

66. Focusing on mitigating the impacts of large and medium sized predators, the project will support the demonstration and scaling up of a number of cost-effective human-predator conflict prevention measures that are identified in *Measures and Guidelines for Implementation of the Revised National Policy on HWC Management* (2018-2027)[25] for implementation in the hotspot landscapes. Fit for purpose HWC measures to be introduced by the project will draw on best practices, such as those advanced by the IUCN Human-Wildlife Conflict Task Force.

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

    (i) Expansion of the 'Lion Ranger' program[26] across the hotspot landscapes to include human-predator conflict (associated with predation of livestock). Project support to the deployment of dedicated Human Predator

[24] Desert elephants can drink up to 160 liters of water per day and will travel long distances searching for water.
[25] And the *Human-Lion Conflict Management Plan for North West Namibia* (2017), in the case of the North West Region.
[26] The Lion Ranger program is founded on the shared work of the MEFT, Integrated Rural Development and Nature Conservation (IRDNC), the Namibia Nature Foundation (NNF), Desert Lion Conservation, AfriCat North, and the University of Minnesota Lion Center, and incorporates staff from the core lion-range communal conservancies. The Lion Rangers are conservancy-employed game guards who receive special training and equipment to lead efforts in combating conflict between humans and lions on communal land. The Lion Rangers collect and share information on the locality and movement of lions, so that conflict can be averted before it occurs, through advance warning and precautionary measures being applied. It is envisaged that, for this project, these conservancy rangers will be trained and equipped to also address other human-predator conflicts in conservancies.

Conflict (HPC) rangers will include training, uniforms, radio/phone communications, transport and ration costs. The HPC rangers will monitor the movements and behaviour of key predator species, educate conservancy members about HPC mitigation measures, assist in reporting and recording incidents of HPC and provide early warning notifications to conservancy members of the presence of predators;

(ii) Construction and maintenance of crocodile enclosures at selected sites along rivers in conservancies in the North-east landscape for to protect people and/or livestock against crocodile attack; and

(iii) Installation of safe alternative water supply points for livestock impacted by crocodile attacks in conservancies.

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

68. The *Measures and Guidelines for Implementation of the Revised National Policy on HWC Management* (2018-2027) requires that every conservancy that experiences HWC shall prepare a 'Conservancy HWC management plan' (with a linked action plan)[27]. The 'Measures and Guidelines' also advocates that, as part of the Conservancy HWC management plan, wildlife management corridors for problem animals should be identified and secured (e.g. by preventing human settlements and agricultural activity) in order to reduce the HWC interface in these conservancies. The 'Measures and Guidelines' further requires that MEFT undertake targeted research on the social behaviour and movement of problem animals and on the effectiveness of technical solutions applied for reducing HWC to help inform the ongoing development of these Conservancy HWC management plans.

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

(i) Collar individual predators and elephants traversing the HWC hotspot conservancies with satellite collars (including GPS transmitters) and monitor and maintain information on their (and other collared predator and elephant) movements and behavior[28];

(ii) Research, test, develop and pilot a secure system of GPS transmitters on collared predators that can send automated real-time information from satellite collars about the daily movements of these collared animals, and their exact location (this system could then distribute the predator location and movement information to the relevant regional HWC management units, affected conservancies and conservancy rangers, who will in turn alert conservancy members of approaching predators);

(iii) Pilot, and monitor the effectiveness of, the local implementation of spatial land use planning approaches to help reduce HWC in chronic HEC and HPC areas;

(iv) Undertake cost-benefit analyses of the technical solutions proposed for mitigating human-elephant/human-predator conflict (in the *Measures and Guidelines for Implementation of the Revised National Policy on HWC Management* 2018-2027)[29] in the chronic HWC areas; and

(v) Prepare Conservancy HWC management plans (for at least 5 conservancies in chronic HWC areas) for approval by the conservancy and submission to the MEFT.

Component 2: Combating wildlife crime and protecting wildlife populations in the hotspot landscapes
(Total Cost: US$ 15,829,228; GEF project grant requested: US$ 1,392,800; Co-financing: US$ 14,436,428)

[27] While there is no standardised template for this conservancy HWC management plan, the 'Measures and Guidelines' do require that the plan conform to a basic structure and include specific internal mechanisms and HWC response strategies.

[28] This (and other complementary) information will then be used to: (i) help identify elephant and predator movement corridors (see below); (ii) guide the development of conservancy HWC management plans; and (iii) feed additional information into elephant-predator early warning systems.

[29] Including *inter alia* predator-proof kraals, livestock herding, early warning systems, lion rangers, relocation of problem animals, predator-proof fences, elephant-proof water installations, alternative water supply, chili peppers/ bombs/ darts, elephant-proof fencing, loud noises and solar lights.

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

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

70. The newly established Division of Wildlife Protection Services (WPS)[30] in the DWNP, and the Protected Resources Unit (PRU) of the Namibian Police (NAMPOL), are the main public institutions responsible for on the ground anti-poaching interventions, surveillance and wildlife crime investigations (focusing on high risk, high value species) - with the substantive support of seconded Namibian Defence Force (NDF) members in National Parks - in Namibia. The Intelligence and Investigation Unit (IIU) in MEFT, Ministry of Justice, the Prosecutor-General Office and the Ministry of Finance are also important government partners in wildlife crime investigations and prosecutions.

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

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

    (i) implementing a professional, accredited training program (basic-intermediate-advanced[31]) for anti-poaching field staff, with annual follow-up training;
    (ii) procuring specialised equipment for anti-poaching field staff (hand-held radios, digital camera, night scopes, body armour, camping equipment, satellite phones, data loggers, forensic wildlife crime scene kits, etc.);
    (iii) procuring, deploying and field-testing anti-poaching surveillance and detection equipment and technology (infrared sensors, DNA tracking technology, heat-mapping sensors, shot detection, black-flash cellular cameras, camera traps, CCTV, drones, etc.);
    (iv) developing SOPs for the management of scenes of investigations of wildlife crime by the APU field staff (first responders) and investigators;
    (v) procuring, installing and/or upgrading anti-poaching communications infrastructure and equipment (radio repeaters, wi-fi routers, satellite phones) for the APUs; and
    (vi) implementing a networked wildlife crime intelligence system for the APUs (including data management centres, shared databases, management consoles, wireless data service, mobile device software and data entry forms, automated data aggregating and IT support).

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

73. MEFT works closely with a diverse range of public, private, NGO and conservancy partners to monitor, research and protect the country's wildlife. This includes tracking the numbers, movements and behaviour of high-risk high-value wildlife species using remote tracking (transmitters, satellite collars, radio collars, etc.), camera traps, game counts (e.g. using direct, transect, grid, waterhole, road and/or sample plot counts), conservancy 'event

[30] The Cabinet and the Public Service Commission has recently approved the restructuring of MEFT to establish the WPS Division (with a total final projected staff complement of 495).

[31] Including training in *inter alia*: First aid; weapon competency; tracking; arrest procedures; management of wildlife crime scenes; animal identification and behavior; public relations; self-defense; basic survival; patrol methods; map reading; GPS and radio communications; search procedures; physical fitness; general bush knowledge; reporting procedures; escalation, human-rights, conflict resolution, mental-preparedness and stress management, etc.

books'[32] records, capture-recapture modelling, aerial census, scat sampling and/or observations. Despite this considerable research and monitoring investment there are however still significant knowledge gaps, ongoing resource and capacity constraints, spatial fragmentation of data and weak prioritization and coordination of monitoring efforts to ensure that an effective and comprehensive wildlife research and monitoring program is being maintained for the high-risk, high-value wildlife species.

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

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

Component 3: Building the wildlife-based economy to promote co-existence in the hotspot landscapes
(Total Cost: US$ 17,411,137; GEF project grant requested: US$ 1,851,640; Co-financing: US$ 15,559,497)

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

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

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

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

77. The project will contribute to further developing the enabling environment[33] for the ongoing identification and negotiation of JVs with private sector partners in the development of new lodges (or other nature-based tourism enterprises) in conservancies, especially in areas where the capacity to identify and develop a tourism JV agreement is still poorly developed (notably in the conservancies to the north and west of Etosha NP) or where the JV implementation process has stalled and now requires additional support (e.g. safeguarding the core wildlife area in the Sheya Shuushona Conservancy).

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

[32] The Event Book is a personalised file maintained by each community ranger in a conservancy. The file contains a set of cards, one card for each monitoring theme/topic (e.g. poaching incident, problem animal incidents, wildlife sighting, etc.). As events occur the ranger selects the appropriate card and records the event.

[33] This 'enabling environment' may include *inter alia*: conceptual planning; feasibility assessments; business planning; marketing of JV opportunity; legal and regulatory compliance; provision of security; installation of services; construction of access infrastructure; etc. It must be emphasised that once a JV agreement has been concluded, all further lodge development costs will be borne by the private sector developer.

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

(i) identify viable wildlife-based tourism enterprise opportunities;
(ii) identify prospective JV private sector partners for these tourism enterprises; and
(iii) identify the critical activities required to create the enabling environment for the development of a viable tourism enterprise (including addressing the emerging impacts of Covid-19).

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

81. The implementation of this Output may in consultation with conservancy and private sector partners, however be adapted and aligned with the emerging risks and impacts associated with the Covid-19 situation during the project inception phase (please also refer to Annex 14 of the UNDP PRODOC for the risk mitigation measures linked to nature-based tourism development).

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

82. A significant benefit of a conservancy for many conservancy members is employment. Most of the current wildlife-based tourism jobs did not exist prior to the formation of conservancies. Local job creation in the wildlife-related industry (primarily through nature-based tourism and hunting concessions) in conservancies is now complementing the existing household and subsistence agriculture activities taking place in rural communities. These jobs are very important for people living in conservancies, who have few other opportunities to earn cash income. Jobs in nature-based tourism represent good career opportunities, as staff can 'rise through the ranks' to the level of regional management or beyond. Conservancies are themselves also important job creators, with all jobs in conservancies usually being filled by local people who no longer have to leave rural areas to seek employment in towns. The further diversification of income opportunities in conservancies now includes (but is not limited to) craft production and the sale of indigenous plant products (such as Devil's Claw). Conservancy members themselves are now also becoming significant local spenders as result of increased household income, leading to a further strengthening of investment in the local rural economy.[34]

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

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

(i) facilitate the identification and prioritisation of critical employee skills gaps in individual conservancies, and the prospective training service providers that could contribute to addressing these skills gaps;
(ii) based on this gap assessment, work closely with these businesses, relevant training institutions and the affected conservancy to identify suitable conservancy members[35]; and
(iii) facilitate access for these conservancy members to formal training, accreditation, and/or mentoring opportunities in *inter alia*: business management; hospitality services; financial services; administrative

[34] It must however be noted that there are however large differences in the degrees of conservancy development, based on when a conservancy was registered, the level of commitment of the people involved, the availability of transport, electricity and water infrastructure, the quality of the natural resources, and the amount of technical support available.
[35] These conservancy members may already be employed and have been targeted for further development by the employer or may be unemployed youth with the necessary basic qualifications and/or skills for the prospective job opportunity.

services; tour guiding; plumbing; electrical maintenance; vehicle maintenance; culinary services; and enforcement/security services.

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

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

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

87. During their initial development stage, most conservancies are heavily dependent on external funding. But as they move into a more productive operational stage, an increasing number of conservancies are now fully recovering all their management costs (salaries, allowances, travel costs, insurance, administration and training costs, vehicle costs, etc.), but still only have limited additional funds for distribution to their members (on average, this represents about 20% of income), either in the form of cash or community-based projects[36].

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

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

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

    (i) piloting the implementation of a voluntary biodiversity offsets programme (under the framework of CSR) with the local mining sector;
    (ii) supporting, in partnership with wildlife-based tourism enterprises, the local development and implementation of a 'conservation performance system' under the framework of the Wildlife Credit Scheme (WCS)[37];
    (iii) identifying and developing opportunities to host nature-based fund-raising events and functions;
    (iv) identifying and developing opportunities to improving the branding and marketing of community conservancy products (e.g. crafts and plant products), services and destinations; and
    (v) designing and initiating fund-raising campaigns for the financing of specific wildlife-based conservation or HWC management programmes/ initiatives.

[36] Some conservancies add considerable sums to the MEFT Wild Conflict Self Reliance Scheme (WCSRS), which makes offset payments to farmers who have suffered crop and livestock losses to wildlife. Others have invested in community infrastructure, including school buildings and electricity transformers.

[37] The Wildlife Credit Scheme (WCS) is a joint venture between conservancies, tour operators, conservation groups and the international community. The WCS, administered by NACSO and Community Conservation Namibia (CCN), functions as a complementary funding mechanism to further help offset HWC damage claims by conservancy members and to finance proactive efforts to reduce conflicts, protect wildlife and prevent poaching in the conservancies. The WCS aims to raise funds from local, national, and international sources based on independently verified conservation performance by the communal conservancies. The first phase of the WCS is currently based on monitoring sightings of iconic wildlife species at tourist lodges (e.g. the White Lady Lodge pays N$25 for every guest who sights iconic wildlife species on a game drive in the Tsiseb conservancy). The funds generated by conservation performance are then paid into individual accounts established by each conservancy for specified wildlife species. These accounts are managed by local trustees made up from representatives of the conservancy and the partnering private sector joint venture tourism partner (or alternatively a local conservation NGO active in the conservancy).

Component 4: Knowledge management, stakeholder coordination and monitoring and evaluation
(Total Cost: US$1,036,000 ; GEF project grant requested: US$ 705,500; Co-financing: US$ 330,500)

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

Output 4.1: Tacit and embedded[38] WC and HWC knowledge sharing mechanisms are developed and implemented

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

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

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

92. The project will contribute to the Global Wildlife Program (GWP) Monitoring and Evaluation (M&E) system by monitoring and reporting on the project's progress. The project will submit M&E data to the GWP team at baseline, mid-term, and completion and will contribute other information as requested, including for inclusion in the GWP Annual Report.

93. The main M&E instruments that will be used by the project are: (i) the GEF Core Indicators and Tracking Tools; (ii) the Project Results Framework (PRF); (iii) The M&E Plan; (iv) the annual PIR; and (v) independent qualitative reviews.

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

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

95. The Monitoring Plan (see **Annex 3**) details the roles, responsibilities, frequency of monitoring project results.

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

    (i) host a project inception workshop and present the proceedings as a comprehensive Report;
    (ii) collect and collate monitoring data to report on project core and performance indicators in the Project Results Framework (this will include the collection at project inception of any baseline data that is still required)
    (iii) prepare the annual PIR and update the Atlas Risks Register;
    (iv) contribute to the GWP Annual Report, and any other GWP M&E instruments;
    (v) monitor and report on the implementation of the project's Gender Action Plan, Stakeholder Engagement Plan and conformance to the project's Environmental and Social Safeguards management plans;
    (vi) prepare and submit quarterly and annual progress reports;
    (vii) host regular Project Board meetings (see Section VII below);
    (viii) undertake project mid-term and terminal evaluation reviews, following the prescribed guidance.

Partnerships, incremental cost-reasoning and contributions from the baseline:

97. During the lifespan of this project, several large trust funds, donors and other funding institutions will continue to finance the implementation of a range of complementary efforts to address HWC and WC in the hotspot landscapes in ways that increase the benefits flowing from wildlife conservation to conservancies. The MEFT, working with support of the UNDP CO, will ensure that synergies between these initiatives are maximized, and duplications avoided, by working through several formalized coordination mechanisms which will include, but may not be limited to: a newly established Donor Coordination Forum (see SRF, Output 4.1), established coordination platforms under NACSO and the KAZA TFCA and institutional coordination arrangements under the newly-launched *National Strategy on Wildlife protection and Law Enforcement* (March 2021).

98. The *Game Products Trust Fund* (GPTF)[39] will fund: (i) wildlife conservation and management projects and programmes in emerging conservancies; (ii) support measures to improve the relationship between people and wildlife in conservancies; and (iii) support improvements in the monitoring, management, protection, sustainable use and development of wildlife resources in conservancies and parks.

99. The *Tourism Supporting Conservation* (TOSCO) Trust will fund community-based projects that seek to improve the relationship between people and wildlife in conservancies.

100. The USAID will fund the *Combatting Wildlife Crime Project* (CWCP), a US$16 million (with WWF contributing a further US$1.6 million) five-year initiative[40] to counter threats to endangered populations of black rhino and African elephants in the Kavango-Zambezi Transfrontier Conservation Area (KAZA-TFCA) and Namibia.

101. The German Development Cooperation will continue to invest in the *Namibia Parks Programme* (NamParks), which is currently in its fourth and fifth investment phase (NamParks IV and V)[41], focusing on helping Namibia set up infrastructure in the parks, improve the way they are managed and ensure that fair JV agreements are concluded between local communities and private sector tourism businesses.

[39] The GPTF was established through the Game Products Trust Fund Act (Act No. 7 of 1997) as a mechanism for ensuring that revenue obtained from the sale of wildlife products could be used exclusively towards wildlife conservation and community conservation and development programmes. Between 2016 and 2018, the MEFT received N$25,6 million from the GPTF for wildlife protection, management, anti-poaching, wildlife research, studies and surveys. Conservancies and rural communities were the second biggest recipients of funding from the fund, with N$6.4 million for the development and protection of water infrastructure and the support for human and wildlife conflict mitigation.

[40] Administered by the federal *Bureau of International Narcotics and Law Enforcement Affairs* (INL).

[41] Approximately €20 million Euros has been committed to the full NamParks programme.

102. The *Community Conservation Fund of Namibia* (CCFN) administered by NACSO will, once capitalised[42], be developed as a top-up funding mechanism for CBNRM conservation efforts (including human wildlife conflict, payment for ecological services and responses to episodic events such as periodic upsurges in poaching) in conservancies in order to incrementally reduce their dependencies on external donor funding sources. German Financial Cooperation has recently committed €5 million to the fund to assist conservancies to develop and implement Conservancy management and action plans for HWC management.

103. The KfW development bank will invest approximately N$70 million in the *Integrated Wildlife Protection Programme* (IWPP), in support of the development and operationalisation of the Wildlife Protection Services (WPS) Division in MEFT.

104. The *Deutsche Gesellschaft für Internationale Zusammenarbeit* (GIZ) will fund the implementation of a *national communications campaign* to help change knowledge, attitudes and behaviour towards wildlife crime and support conservation efforts. GIZ will also fund the project *Community-based Natural Resource Management Conservancy Support*, which will help ensure that conservancies are adequately equipped and trained to sustainably and efficiently manage their finances and natural resources and have improved capacity to increase income and manage HWC.

105. The government is currently negotiating a partnership with GIZ to support aspects of the developing *BioEconomy Programme* (which is expected to be initiated by the close of 2019), and contributions from a variety of private partners (some of these secured through previous UNDP-supported, GEF-financed interventions).

106. The US$10.8 million GEF-UNDP funded project *Namibia Integrated Landscape Approach for enhancing Livelihoods and Environmental Governance to Eradicate Poverty* (NILALEG - GEF ID 9426) will assist farmers and local communities to plan for and manage agricultural lands, rangelands and forest resources on a sustainable basis, generating livelihoods in a manner that promotes conservation and sustainable use of biodiversity, sustainable land and forest management, and climate change mitigation. This will be complemented by the GEF-financed, FAO-supported Drylands Sustainable Landscapes Impact Programme (GEF ID 10251).

107. The MEFT and the Anti-Corruption Commission, in partnership with the United Nations Office on Drugs and Crime (UNODC) have launched a national assessment of Namibia's responses to wildlife and forest crime which entails the implementation of the International Consortium on Combating Wildlife and Forest Crime (ICCWC) Toolkit and the ICCWC Indicator Framework. As part of this process a number of workshops have been hosted to help build the baseline of Namibia's preventive and criminal justice responses to wildlife and forest crime (WLFC), and to support the development of capacity building tools for prosecutors and investigators on the topics.

108. A number of local initiatives that specifically seek to mitigate HWC in conservancies, support community-based enterprise development in conservancies and address poaching of iconic species in the project hotspot landscapes will be implemented by a number of partnering institutions during the period of project implementation[43] (see table below[44]).

[42] The CCNF is registered as an NPO under S21 of the Companies Act. The fund has an operating capital of US$500,000. It is targeting an endowment fund of US$33m and a sinking fund of US$17m.
[43] Covering the period 2020 – 2025.
[44] Note: some of these local initiatives are being funded by the trust funds, donors and other funding institutions described above.

Table 2: Partner baseline activities and initiatives

Estimated budget	Target areas	Project duration	Focal species	Key activities (WC = Wildlife Crime; HWC = Human Wildlife Conflict; CB = Community Benefits)
Elephant Human Relations Aid (EHRA)				
N$1,165 million	Northern Erongo and southern Kunene	Ongoing	Elephant	HWC - support to improve water availability for elephants and communities.
N$1.5 million	Northern Erongo and southern Kunene	Ongoing	Elephant	Advocacy HWC – support to human elephant conflict awareness-raising Advocacy HWC - support to 'Elephant Guard' Programme Advocacy HWC - Building community education centre
TBD	Kunene and Erongo	Ongoing	Elephant	Research - research into causes of elephant mortality Monitoring - support to monitoring elephant movements Planning - support to assessing feasibility of elephant corridors through commercial farms
Integrated Rural Development and Nature Conservation (IRDNC)				
N$1,547,696	Kunene	2019 – 2021	Lion	HWC – support to lion early warning systems
NS2,283,291	Kunene	2018 – 2020	Lion	HWC – support to reduce human-lion conflict and in the long-term to retain desert lion population viability
N$2,033,485	KAZA TFCA	2018 – 2021	Elephant	WC - support to community law enforcement and reduction of illegal killing and trafficking of wildlife
N$13,900,104	Kunene and Zambezi	2017 –2020	Elephant, Rhino	WC – support to reduce levels of poaching activity
Legal Assistance Centre (LAC)				
€154,350	Namibia	2018 – 2020	NA	Advocacy – support to community awareness raising, mentoring WC – collate information of wildlife crime cases (2014-2019)
US$377,795.83	Namibia	2017 –2020	Rhino, Elephant	WC - build capacity of Namibian law enforcement agencies to effectively investigate and prosecute rhino and elephant poaching by wildlife crime syndicates
Namibia Nature Foundation (NNF)				
N$9,207,116	Kunene, Etosha, North East and Central & 'Rhino Custodians'	2019 - 2021	Rhino, Elephant	WC - anti-poaching, investigations, prosecutions and customs support to MEFT, NAMPOL, customs agencies and prosecution authorities WC – support 'Rhino Custodians' programme WC - support to NGO's WC – support to Blue Rhino Task Team
N$12,205,038	Kunene, Etosha NP, North East and Central & 'Rhino Custodians'	2018-2020	Rhino, Elephant	WC – support MEFT anti-poaching efforts WC - support to improve aerial anti-poaching support for MEFT and NAMPOL WC - support to management of the Wildlife Crime Secretariat (WCS)
N$7,605,501	Kunene, Etosha NP, North East and Central & 'Rhino Custodians'	2017-2020	Rhino, Elephant	CB - support to strengthen community benefits Governance - support to enhance community governance and leadership Advocacy - support to community awareness raising WC - support to strengthen anti-poaching, investigations, prosecution, judicial and legislative efforts WC – support to improve national, transboundary and regional coordination and collaboration

Estimated budget	Target areas	Project duration	Focal species	Key activities (WC = Wildlife Crime; HWC = Human Wildlife Conflict; CB = Community Benefits)
N$1,598,000	National	04/19-03/21	N/A	Advocacy – support to improved wildlife crime communications
Save the Rhino Trust (SRT) Namibia				
US$17,333	Kunene, Erongo and North West	Continuous	Rhino	WC – support to maintain intelligence informant program
World Wide Fund for Nature (WWF) - Namibia				
N$900,000	Tsiseb, //Huab, Sobbe and Wuparo Conservancies	July 2019 – June 2022	Predators, Elephants, Rhino	CB – support Wildlife Credits Scheme in conservancies
TBD	North and West of Etosha, North West and North East	2000-2025	All species (including Elephant, Rhino, large predators)	HWC – support to implementing monitoring system for conservancy event books CB – support to improving benefits in conservancies from hunting
TBD	Kunene and Zambezi Conservancies that have JV lodges	January 2019 – December 2021	N/A	CB – support to JV lodge development and management
N$1,800,000	National	2018-2021	Endangered wildlife	WC – support to reduce poaching and trafficking
N$1,500,000	National	2019-2021	Protected animals	WC – support to reduce poaching and trafficking
U$17,600,000	Etosha NP, North West and KAZA TFCA	2017-2022	Elephant & Rhino	WC – support to anti-poaching efforts
Desert Lion Conservation Project/ AfriCat Namibia/ Desert Lions Human Relations Aid (DeLHRA)/ Kunene Conservation Research/ Namibian Lion Trust				
TBD	Desert Lion home range	Ongoing	Lion	Monitoring - collect base-line ecological data on the desert lion population; study desert lion behaviour, biology and adaptation
TBD	Desert Lion home range	Ongoing	Lion	HWC – support implementation of early warning systems, development of predator-proof kraals, deployment of lion rangers and establishment of rapid response unit.
Space for Giants				
TBD	KAZA TFCA	TBD	Elephant	WC – specialist training for anti-poaching staff; strengthening judicial system for WC prosecutions
Kwando Carnivore Project				
TBD	Mudumu South Complex	Ongoing	Lion	HWC – construction of lion-proof kraals and supply of mobile bomas
Namibian Association of CBNRM Support Organisations				
TBD	Conservancies	Ongoing	NA	Advocacy – CBNRM communications, education and awareness raising

Risks*:*

109. A summary of the overall risks to implementation of the project is presented in **Table 3**, and the social and environmental safeguard risks that the project might trigger are summarized in **Table 4**, below. The risks presented by the impacts of the COVID-19 pandemic and climate change were identified through focused risk assessments, the results of which are presented in **Annex 14** (for COVID-19) and **Annex 15** (climate risk screening), with key issues summarized in paragraphs 108 to 114, below.

COVID-19[45]:

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

111. At the time of writing, the spread of the disease in Namibia had declined substantially (with a total of 2,317 active cases as at 20/09/20), but the situation is likely to remain fluid and it is expected that project operations and activities during at least the first half of 2021 may be affected by the risks of exposure and transmission. The pandemic will continue to have significant impacts on Namibia's economy, including reductions in direct and indirect income earned from tourism and conservation hunting in community conservancies, levels and types rural service provision, and ongoing business slowdown caused by supply-chain disruptions. It may also continue to divert capacity and other resources from government, civil society and rural communities to address the ongoing COVID-19 response and recovery. Furthermore, the pandemic may have health, economic and social impacts on the lives of project staff, communities, and government partners, and is likely to change the donor landscape in the short- to medium-term.

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

113. For as long as the COVID-19 pandemic remains a risk, the Project must ensure preparedness, including assessing exposure and transmission risks during the course of work and potential direct impacts from the pandemic, and developing management plans for COVID-19. In addition to the specific mitigation measures described in **Annex 14** and **Table 3** below, the Project should: (i) Align and coordinate with government and civil society actions related to the COVID-19 pandemic where appropriate; (ii) Assist in communicating official information regarding the pandemic to communities and partners; (iii) Ensure staff are prepared and trained to carry out their work safely in the Project office(s), with partners and communities, including provision of protective equipment where it can reduce risks, increasing opportunities for remote work where required and ensuring national quarantine and isolation recommendations are adhered to; (iv) Ensure all community engagement follows minimum protocols to curtail risk of infection within and between communities; (v) Regularly monitor the implementation and effectiveness of risk-reduction measures undertaken by the Project, and the indirect and induced impacts of disease-containment measures on realization of project outcomes. An updated assessment of the COVID-19 situation must be undertaken at project inception as part of the Environmental and Social Impact Assessment (ESIA), with updated risk management measures captured in the project's Environmental and Social Management Plan (ESMP).

Climate risks[46]:

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

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

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

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

116. Applying the *GEF-STAP Guidelines for Climate Risk Screening*, the project's climate risk rating is High, as there is a potential for widespread impacts from climate change to be experienced in all three of the project's target landscapes. The possibility of financial, environmental and social underperformance or failure cannot be excluded and this might compromise the project's capacity to deliver its intended outcomes and global environmental benefits[47]. The project will deploy risk management activities focused on reducing human-wildlife conflicts over access to water, improving water-use efficiency, and diversification of livelihoods (see **Table 3**).

Table 3: Summary of overall risks to project implementation

Risk description	Risk assessment[48] (I = impact; P = probability)	Risk mitigation measures
A downturn in tourism in Namibia due to the global impacts of the Covid-19 pandemic - or other drivers - limits the interest of the private sector in investing in new lodge JVs in conservancies (See Annex 14 for further details)	High (I=5; P=4)	The project will seek to contribute to, and align with, the implementation of *Namibia's Covid-19 Economic Recovery Plan*, *the Conservation Relief, Recovery and Resilience Facility*, and the *Strategy to Rebuild Namibia's Tourism Sector* (being commissioned at time of writing) to mitigate the anticipated negative impacts on the country's economy, and specifically the wildlife-based tourism and conservation hunting sectors in the target landscapes. While the project cannot specifically mitigate against the short-term impact of international and regional travel restrictions on these sectors, it includes several measures under Outcome 3 that will contribute to diversification of income streams in community conservancies and build skills and capacities that equip people to enter the broader market-place as well as mainstream wildlife-tourism enterprises. It will support community-based tourism enterprises in the hotspot landscapes to implement the relevant *UNWTO Recommendations to Mitigate the Impact of Covid-19 on Tourism* through its disbursement of Low Value Grants under

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

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

Risk description	Risk assessment[48] (I = impact; P = probability)	Risk mitigation measures
		Output 3.1, and will invest in improving skills of conservancy members to obtain employment in wildlife-based enterprises and the broader market place under Outcome 3.2. With regard to the development of tourism-related businesses the project will only work in those areas where a prospective private sector partner in the JV still considers it viable to invest in a 'build and operate' (or build-operate-transfer) lodge-type facility post the Covid-19 outbreak. It will then support the targeted conservancy to create the enabling environment for this private sector investment and to optimize the short and long-term benefits for the community from the construction and operation of the JV lodge. The project will further seek to buffer communities against over-reliance on income from tourism by developing and piloting alternative, innovative income-generation streams such a biodiversity offsets scheme with the local mining sector (under the corporate social responsibility framework);and a 'conservation performance system' under the framework of the Wildlife Credit Scheme (See Output 3.3).
The ongoing presence of COVID-19, or an upsurge in infections, and measures introduced to contain the spread of the disease may disrupt project implementation and ability to carry out field work and stakeholder engagements (especially in vulnerable communities) due to risks posed to community health, safety and working conditions (See Annex 14 for details)	Moderate (I=4; P=2)	Mitigation measures include: • Development of a project-specific COVID-19 Risk Dashboard to monitor incidence of the disease, partner capacity to fulfil obligations to the project, vulnerability of target communities and to track direct, indirect and induced impacts that may influence implementation • Develop a set of protocols for ensuring biosecure project implementation and risk thresholds at which the project will adapt its operations according to the protocols • Ensure that appropriate capacity and communications infrastructure is in place to facilitate remote work and virtual consultations where this becomes necessary to avoid risks to health and safety. (See Annex 14 for details)
The Government does not commit adequate financial resources and human resource capacities to fulfil its mandated roles and responsibilities for managing HWC and combatting wildlife crime in the project hotspot areas.	Moderate (I=4; P=2)	The project outputs have been identified, and project activities developed, in close collaboration with the MEFT (particularly the DWNP) in order to incrementally build on the existing foundation of financial resources and institutional capacities in the responsible government institutions. Careful attention has been paid in project design to aligning the project outputs and activities with complementary baseline investments and initiatives that are supporting the government in the management of HWC and combatting of wildlife crime (including GPTF funded projects and programmes, the CWCP, the NamParks programme, CCFN initiatives, IWPP, CBNRM Conservancy Support initiatives, TOSCO-funded projects, national communications and awareness-raising campaigns and NGO-funded initiatives) in the project hotspot areas. The project will also support MEFT in hosting regular HWC and WC donor (and their implementing CBO/NGO) coordination meetings to ensure the ongoing complementarity of investments and activities, avoidance of duplication and overlaps and scaling up of effective interventions.
Extreme climatic stresses (low rainfall, high temperatures, increased	Substantial (I=4; P=3)	The project was developed during a period of extreme drought across Namibia. These drought conditions have led to: (i) significant short-term changes in the movement of elephants, and the home ranges of predators;

Risk description	Risk assessment[48] (I = impact; P = probability)	Risk mitigation measures
incidence of droughts, floods and damaging wildfires) may result in: (i) communities illegally settling and grazing livestock in the conservancy core wildlife zones; (ii) predators and elephants encroaching deep into human settlements in their search for food and water, resulting in increased number and intensity of incidences of HWC, retaliatory killing and poaching; and (iii) increased vulnerability of communities due to increased food and water insecurity and collapse of climate-sensitive livelihoods (See Annex 15, Climate Risk Assessment for details)		(ii) substantive livestock losses and crop failures by subsistence farmers in the project landscapes Project outputs and activities have thus targeted GEF support to communities living in those conservancies within the project planning domain that are most impacted by the effects of drought as a result of increased HWC, increased poaching and loss of income from agriculture. This support will include: (i) improving the capacity of the MEFT to respond timeously to local incidences of HWC, and to provide direct HWC extension support to affected communities; (ii) speeding up the processes for farmer HWC claims from the HWCRS; (iii) upgrading and rehabilitating elephant proof water supply facilities in villages and other measures to reduce conflicts over water and improve water supply to communities; (iv) developing alternative elephant-friendly water points for elephants; (v) increasing the reach of the 'lion ranger' programme; (v) instituting a more efficient and cost-effective lion early warning system in communities; (vi) improving the state of knowledge on the changes in movements and behavior of lions and elephants in response to drought conditions; (vii) facilitating the further development and expansion of wildlife-based livelihood and employment opportunities (new lodge JVs, key skills development, specialist training); and (viii) developing new income-generating activities for conservancies (biodiversity offsets, fund-raising, conservation performance partnerships, branding and marketing and new events and functions) The fundamental premise underpinning the project's approach is that wildlife will only be conserved if the net benefits to communities and landowners of living with wildlife, or engaging in its conservation, outweigh the net costs. It is envisaged that the cumulative benefits of these project outputs and activities (and other complementary activities from the baseline investments) could provide sufficient net benefit to communities and thus act as enough of an incentive for communities to actively monitor and enforce the extent and scale of illegal activities (grazing, clearing for agriculture, settlements, poaching, mining, etc.) occurring in the core wildlife movement corridors of these conservancies. A more detailed assessment of climate-related risks will be undertaken as part of the ESIA to be conducted during the first six months of project implementation and appropriate risk management measures will be incorporated into the project's ESMP.
Poor governance and/or financial mismanagement leads to inequitable income distribution to communities living in conservancies	Moderate (I=4; P=2)	Several systems are already in place to mitigate this risk: - The MEFT has established Standard Operating Procedures for the good governance of registered conservancies and can deregister a conservancy if it fails to comply with this SOP. - The MEFT and NACSO conduct annual audits of all conservancies. - At conservancy AGMs, management committee elections are held, annual budgets and financial statements are reviewed and approved and decisions on other key issues are made. - Conservancy management committees receive extensive administrative and technical support and training from NGO's/CBOs (e.g. IRDNC, WWF, NNF). - More recently conservancies are even starting to deal with poor governance issues through clusters, each with a cluster coordinator (administered by IRDNC), or through regional associations.

Risk description	Risk assessment[48] (I = impact; P = probability)	Risk mitigation measures
		While the project will need to work closely with the conservancy management committees, it will independently administer, review and audit the low value grant facility in Output 3.1 in conformance with the UNDP 'Guidance on Micro-Capital Grants' to further reduce any financial mismanagement issues.
A sharp Increase in poaching of high value wildlife species by syndicates overwhelms Namibia's wildlife crime management capacity	Moderate (I=3; P=3)	A considerable investment in Namibia's domestic wildlife criminal justice institutions - along with strong collaborative partnerships with NGOs, donors, private sector, and communities - has improved the country's capacity to enforce, investigate and prosecute wildlife crimes. This is reflected in the drop in rhino poaching incidents in Namibia to 41 individuals killed in 2019, compared with nearly 72 during the same period last year. However, criminals adapt when things get difficult; an increasing range of species is now being targeted, more sophisticated tools and approaches are being developed, new areas are constantly being sought and sophisticated criminal syndicates continue to operate across borders. Further, predictions suggest that poaching is also likely to escalate – at least in the short-term – as a result of the downturn in tourism and other impacts of the Covid-19 crisis. This project will contribute to building the capacity for dealing with wildlife crime in Namibia by strengthening one of the 'weak links' in the wildlife criminal justice system - the operational capacities of the MEFT's Wildlife Protection Services – in the targeted hotspot landscapes. It will also improve collaboration and cooperation with neighboring countries in countering trans-boundary wildlife crime syndicates.
Social and environmental safeguard risks under Principle 1 (Human Rights), and Principle 3, standards 3 (Community Health, Safety and Working Conditions), and 6 (Indigenous Peoples) - as identified through the project's SESP, (see Annex 4) are rated as moderate or high	Substantial (I=5; P=2)	The project has undertaken the prescribed screening for Environmental and Social Safeguard Risks and has developed an ESMF which described the further risk assessments that must be undertaken during implementation. Immediately after inception, the project will appoint an independent safeguards expert to: • Carry out an Environmental and Social Impact Assessment (EISA) • Develop an Environmental and Social management Plan (ESMP), which will incorporate an Indigenous People's Plan (IPP) and any other activity-specific management plans as identified during the ESIA • Develop a project-level Grievance Redress Mechanism • Conduct relevant consultations to obtain the Free, Prior and Informed Consent (FPIC) of affected communities • Train the PMU staff. Key government counterparts and other relevant stakeholders on safeguards-related issues and implementation of the project's safeguards risk management instruments Dedicated budget has been provided to appoint, on a part time basis, a Safeguards Officer (SESO) who will support the PMU by overseeing implementation of the safeguards management plans. Monitoring safeguards risks and recommending adaptive measures where necessary.

117. A detailed Risk Register for the project, which will be used to track and manage risks throughout implementation, is appended in **Annex 5**. The Project Manager (PM) will monitor these risks and report quarterly on their status to the UNDP Country Office. The UNDP Country Office will record progress in the UNDP ATLAS Risk Register, which will be regularly updated to ensure ongoing adaptive management of risks. Risks will be flagged as 'High' when the impact and probability are high (i.e. when impact is rated as 5, or when impact is rated as 4 and

probability is rated at 3 or higher). Management responses to high and substantial risks will also be reported to the GEF in the annual PIR.

118. The UNDP Social and Environmental Safeguards Screening Report (see **Annex 4)** further details the environmental and social risks that could be triggered by the project if appropriate avoidance, mitigation or management measures are not in place, and outlines further risk assessment measures and management plans that must be put in place. Within the first 6 months of the project, an independent safeguards expert will be contracted to develop an Environmental and Social Impact Assessment (ESIA), and an Environmental and Social Management Plan (ESMP, including, *inter alia*, an Indigenous Peoples Plan). Building on consultations carried out during the project development phase, the safeguards expert will carry out appropriate consultations to secure the Free Prior and Informed Consent, (FPIC) of relevant communities (as detailed in the project's Environmental and Social Management Framework, see **Annex 8**), and a Project-level Grievance Redress Mechanism will be put in place - with relevant training provided to project staff and other key role players. These plans will form a framework for implementation and monitoring throughout the project with quarterly reports and annual project implementation reports (PIRs), including evaluations for the mid-term review (MTR) and terminal evaluation (TE).

Table 4: Summary of environmental and social safeguard risks

Risk description (See Annex 4 for full details)	**Risk assessment[49] (I = impact; P = probability)**	**Risk mitigation measures (summarized)**
Anti-poaching patrols could face safety risks during encounters with poachers.	High (I=4; P=4)	The project will consult with MEFT and key APU staff to ensure the Project mitigates safety risks to APUs through projects activities including the provision of equipment. These consultations will be primarily carried out during the ESIA and ESMP preparation phases, and actions to address this risk will be described in the ESMP.
Indigenous peoples[50] including vulnerable groups might not be involved in project design and therefore not engaged in, supportive of, or benefitting from project activities.	High (I=4; P=3)	In order to safeguard indigenous peoples within project activities an Indigenous Peoples Plan (IPP) will be formulated for the project, guided by the Indigenous People's Planning Framework (IPPF) that has been developed during the PPG. The Stakeholder Engagement Plan will take account of factors noted above, including the use of appropriate language, engagement of youth and use of consultation. Free, prior, and informed consent (FPIC) consultations must be carried out for certain project activities, as described in the ESMF. (Also refer to the Project Indigenous Peoples Planning Framework (IPPF) for more details).
Anti-poaching patrols could pose safety risks to local communities if enforcement officers are not properly trained, managed or overseen.	High (I=4: P=3)	Consultations with communities on the risks of anti-poaching patrols and engagement with anti-poaching activities to be included in the ESIA consultations, and will inform the identification of risk avoidance, mitigation and management measures to be included in the ESMP; these will include sensitization and any additional project activities required to mitigate risks to communities and strengthen anti-poaching outcomes. Additionally, the project's Grievance Redress Mechanism design will take into account accessibility, protection and participation for community members. The ESMP will describe measures - including training that addresses issues such as human rights), to be proposed from ESIA and ESMP consultations with communities and anti-poaching personnel, to increase joint activities and communication.
Local governments and community associations might not have the capacity to implement and/or	Moderate (I=3; P=3)	This risk has been addressed through project design. Under Outputs 1 and 3, the project will assess potential partner capacity before activities commence and mitigate any shortfalls in capacity through capacity building, technical support, or redesign of activities. Partner capacity levels will be assessed

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

[50] See the ESMF, Annex 8, for a detailed description of relevant communities

Risk description (See Annex 4 for full details)	Risk assessment[49] (I = impact; P = probability)	Risk mitigation measures (summarized)
coordinate project activities successfully.		before activities commence (baseline) and will be re-assessed during implementation in the Mid-Term Review and Terminal Evaluation.
Government does not ensure that laws, policies and practices supporting or complementary to the project activities are being fully implemented	Moderate (I=3; P=3)	The Project Steering Committee will provide an avenue of communication and resolution between relevant offices in Government and the Project should issues arise regarding the implementation and enforcement of national laws and policies.
Poorly informed or executed project activities could damage critical habitats and change landscape suitability for threatened species.	Moderate (I=4; P=2)	The Environmental and Social Impact Assessment (ESIA) will examine this issue further, and the Environmental and Social Management Plan (ESMP) will make recommendations to the Project Management Unit (PMU) regarding further actions during the project. Additionally, the Project will observe the established regulatory framework for monitoring and assessing such risks, for example the Environmental Management Act (2007).
Increased enforcement and new approaches to HWC/WC could change current access to PAs, buffer zones and resources, potentially leading to economic displacement and/or changes to property rights.	Moderate (I=3; P=3)	The ESIA and ESMP must define processes where Project staff, with the support of MEFT and other stakeholders, will monitor and consult on any changes to land use and enforcement resulting from project activities, before they are implemented, incorporating suitable mitigation measures wherever possible.
Project outcomes will be vulnerable to potential impacts of extreme climatic stresses (low rainfall, high temperatures) (See also Annex 15, Climate Risk Assessment)	Moderate (I=3; P=3)	The ESIA will assess activities for impact and sustainability within Namibia's national context, including its arid climate. The ESIA will make recommendations which will be formulated by the ESMP into project activities. Furthermore, the Project Steering Committee and project team will utilize the expertise of MEFT and local partners to ensure the Project's activities are sustainable.
Project activities and approaches might not fully incorporate or reflect views of women and girls and ensure equitable opportunities for their involvement and benefit.	Moderate (I=3; P=2)	The project will follow recommendations of the ESMP, Stakeholder Engagement Plan and Gender Action Plan - in line with all national policies on gender - to ensure the inclusion of women and girls in the Project's activities. The Project's Social and Environmental Safeguards Officer's duties will include monitoring of gender issues. The Gender Action Plan will be reviewed and, if necessary, adjusted during the annual project implementation reports (PIRs).
Project activities could have inadvertent adverse impacts such as sharing knowledge in a way that is not culturally appropriate.	Moderate (I=3; P=3)	The IPP and Stakeholder Engagement Plan will provide guidelines for consultation and participation of communities, to avoid or mitigate such risks. Communities will have the option of lodging complaints regarding culturally inappropriate activities through the project's GRM. Project integration of FPIC consultations will ensure indigenous people's consent, and can withdraw consent, for activities affecting their communities.

Stakeholder engagement and south-south cooperation:

119. The project will bring together stakeholders from government, civil society and the private sector to ensure participatory planning, decision-making, monitoring and knowledge-sharing. Engagement processes will build on existing institutional frameworks and processes that have legitimacy and credibility and that take local customary norms into due consideration. At a strategic policy level, the project will engage Namibia's Sustainable Development Advisory Council (which promotes high-level cooperation on environmental issues between government, CBOs, NGOs, and donors in respect of environmental issues) and the Environmental Commissioner.

At the institutional level, the project will engage with the hierarchy of ministerial and departmental representatives, regional and local councils (municipalities, towns and village councils) and Traditional Authorities which carry a mandate or perform delegated functions in respect of wildlife management, CBNRM and rural social and economic development. At the civil society level, there is a well-established network of conservation and development NGOs and CBOs (including Parks and Neighbors Forums, Conservancy Associations and Committees and other social groups) whose participation will be essential to ensure full ownership and sustainability of project outcomes.

120. The projects approach to stakeholder involvement and participation during project implementation is premised on the principles outlined in Table 5, below.

Table 5: Principles guiding stakeholder engagement during project implementation

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

121. A comprehensive stakeholder analysis was undertaken during the PPG phase. Based on this analysis, a Stakeholder Engagement Plan – that ensures inclusivity during project implementation and participation of the full spectrum of role players in the developing HWC-WC-Wildlife Economy community-of-practice, and the Global Wildlife Programme more broadly (in which Namibia has not participated previously) – has been developed and is appended in **Annex 7**.

122. The project's design incorporates several approaches to ensure ongoing and effective stakeholder participation in the project's implementation. The mechanisms to facilitate involvement and active participation of different stakeholders in project implementation are summarised in Table 6 below. The project will monitor risks related to COVID-19 closely, and will adjust stakeholder engagement procedures accordingly, following a set of protocols that will be developed at project inception

Table 6: Summary of mechanisms to facilitate stakeholder involvement and participation

Stakeholders	Means of engagement with stakeholder	Level of involvement of stakeholder in project implementation
National Government		
Ministry of Environment, Forestry and Tourism: Directorate of Wildlife and National Parks, Wildlife Protection Service, Intelligence and Investigation Unit	Project validation, project launch and inception, project steering committee meetings, face to face meetings, project technical workshops, informal dialogues, information sharing sessions, conferences, project symposia, electronic communications, site visits.	Project implementing agency (through PMU) Project oversight, overall project implementation through PMU, project technical support, project capacity building support, project co-financing partner, chair of the project steering committee.
Namibian Police: Protected Resources Division	Project validation, project launch and inception, face to face meetings, capacity enhancing workshops,	Project technical support, project capacity building beneficiary, project

Stakeholders	Means of engagement with stakeholder	Level of involvement of stakeholder in project implementation
	professional trainings, project knowledge sharing platforms, conferences, regional and national symposia, electronic communications, site visits.	collaborating partner, member of project steering committee.
Ministry of Defence	Project validation, project launch and inception, face to face meetings, capacity enhancing workshops, professional trainings, project knowledge sharing platforms, conferences, regional and national symposia, electronic communications, site visits.	Project technical support, project capacity building beneficiary, project collaborating partner, member of project steering committee
Ministry of Finance (Customs and Excise)	Project validation, project launch and inception, face to face meetings, capacity enhancing workshops, professional trainings, project knowledge sharing platforms, conferences, regional and national symposia, electronic communications.	Project technical support, project capacity building beneficiary, project collaborating partner.
Ministry of Justice, Office of the Prosecutor General, Office of Judiciary	Project validation, project launch and inception, face to face meetings, capacity enhancing workshops, professional trainings, project knowledge sharing platforms, conferences, regional and national symposia, electronic communications.	Project technical support, project capacity building beneficiary, project collaborating partner.
Regional and Local Government		
Regional Councils: Erongo, Kunene, Omusati, Oshikoto, Kavango East and Zambezi	Project validation, project launch and inception, face to face meetings, capacity enhancing workshops, professional trainings, project knowledge sharing platforms, conferences, regional and national symposia, electronic communications, site visits.	Project beneficiary
International Partners[51]		
United Nations Development Programme	Project validation, project launch and inception, project steering committee meetings, face to face meetings, project technical workshops, informal dialogues, information sharing sessions, conferences, project symposia, electronic communications, site visits.	Project technical support, project capacity building support, project co-financing partner, project reviews for GEF, member of project steering committee.
United Nations Office on Drugs and Crime (UNDOC) Programme for Combating Wildlife and Forest Crime	Project launch and inception, project knowledge sharing platforms, conferences, regional and national symposia, electronic communications.	Project technical support, project capacity building support.
World Bank global Wildlife Programme (GWP)	Project launch and inception, project knowledge sharing platforms, conferences, regional and national symposia, electronic communications.	Project technical support, project capacity building support.
Germany International Bank (KfW)	Project launch and inception, project knowledge sharing platforms, conferences, regional and national symposia, electronic communications.	Project technical support, Project co-financing partner.
United States for International Development (USAID)	Project launch and inception, project knowledge sharing platforms, conferences, regional and national symposia, electronic communications.	Project technical support, project capacity building support, project synergies.
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	Project launch and inception, project knowledge sharing platforms, conferences, regional and national symposia, electronic communications.	Project technical support, project capacity building support, project synergies.
Civil Society and NGOs[52]		
Namibian Association of Community-Based Natural Resources Management	Project validation, project launch and inception, project steering committee meetings, face to face meetings, project technical workshops, informal	Project technical support, project capacity building support, member of project steering committee.

[51] Refer to the section '*Partnerships*' above for a list of the project-related projects being funded by each international partner.
[52] Refer to Table 2 for the project-related activities and initiatives being undertaken by each NGO/CBO

Stakeholders	Means of engagement with stakeholder	Level of involvement of stakeholder in project implementation
Support Organisation (NACSO)	dialogues, information sharing sessions, conferences, project symposia, electronic communications, site visits.	
Integrated Rural Development and Nature Conservation (IRDNC)	Project validation, project launch and inception, face to face meetings, project technical workshops, informal dialogues, information sharing sessions, conferences, project symposia, electronic communications, site visits.	Project technical support, project capacity building support.
Namibia Development Trust (NDT)	Project validation, project launch and inception, face to face meetings, project technical workshops, informal dialogues, information sharing sessions, conferences, project symposia, electronic communications, site visits.	Project capacity building support.
Community Conservation Fund of Namibia (CCFN)	Project validation, project launch and inception, face to face meetings, project technical workshops, informal dialogues, information sharing sessions, conferences, project symposia, electronic communications.	Project collaborating partner.
Namibia Nature Foundation (NNF)	Project validation, project launch and inception, project steering committee meetings, face to face meetings, project technical workshops, informal dialogues, information sharing sessions, conferences, project symposia, electronic communications, site visits.	Project technical support, project capacity building support, member of project steering committee.
Elephant Human Relations Aids (EHRA)	Project validation, project launch and inception, face to face meetings, project technical workshops, informal dialogues, information sharing sessions, conferences, project symposia, electronic communications.	Project collaborating partner, project synergies
Save the Rhino Trust (SRT)	Project validation, project launch and inception, face to face meetings, project technical workshops, informal dialogues, information sharing sessions, conferences, project symposia, electronic communications.	Project collaborating partner, project synergies
AfriCat Foundation	Project validation, project launch and inception, face to face meetings, project technical workshops, informal dialogues, information sharing sessions, conferences, project symposia, electronic communications.	Project collaborating partner, project synergies
TRAFFIC	Project validation, project launch and inception, face to face meetings, project technical workshops, informal dialogues, information sharing sessions, conferences, project symposia, electronic communications.	Project collaborating partner, project synergies
Local organisation, institutions, and individuals		
Traditional Authorities	Project launch and inception, face to face meetings, informal dialogues, information sharing sessions, project symposia, site visits.	Project beneficiary
Communal Conservancies	Project validation, project launch and inception, face to face meetings, project technical workshops, informal dialogues, information sharing sessions, conferences, project symposia, electronic communications, site visits.	Project beneficiaries, project collaborating partners, project implementation partners.

Stakeholders	Means of engagement with stakeholder	Level of involvement of stakeholder in project implementation
Farmers (both men and women, and marginalised groups)	Project launch and inception, face to face meetings, project technical workshops, informal dialogues, information sharing sessions, conferences, project symposia, electronic communications, site visits.	Project beneficiaries
Other Stakeholders		
Namibia Broadcasting Corporation and Other media outlets	Project validation, project launch and inception, face to face meetings, project technical workshops, informal dialogues, information sharing sessions, conferences, project symposia, electronic communications, site visits.	Project awareness raising agents

123. Learning opportunities and technology transfer from peer countries will be further explored during project implementation. To present opportunities for replication in other countries, the project will codify good practices and facilitate dissemination through global ongoing South-South and global platforms, such as Africa Solutions Platform, the UN South-South Galaxy knowledge sharing platform, Global Wildlife Programme and IUCN PANORAMA Solutions[53].

124. In addition, to bring the voice of Namibia to global and regional fora, the project will explore opportunities for meaningful participation in specific events where UNDP could support further engagement with the Global Wildlife Programme (GWP). The project will also provide opportunities for regional cooperation with countries that are implementing Global Wildlife Programme Child projects, particularly where the geopolitical, social and environmental contexts are relevant to the proposed project in Namibia.

Gender equality and Women's Empowerment:

125. Namibia's *National Gender Policy* (2010 – 2020) provides the broad enabling framework for all sectors to mainstream gender in line with priorities set in the country's *Fifth National Development Plan (NDP5)* 2017/18 – 2021/2022.

126. Nearly 44% of households in rural areas are female-headed, and their empowerment is viewed as critical to addressing poverty and rural development goals. Given their customary, engendered roles in agricultural production, food provision and collection of water and firewood, women are critical role players in the arena of natural resource management and mitigation and avoidance of conflict and natural disasters. These roles also place them at high risk of coming into conflict with wild animals who raid crops or compete for water resources, and women often bear the brunt of the economic hardships caused by crop losses or damage to infrastructure. Although women may sometimes be motivators for illegal killing of wildlife – either to avoid further conflicts, or when food is scarce – experience in Namibia has shown that women are powerful, positive agents of change in efforts to mitigate and manage HWC and address poaching.

127. To ensure that the project design and activities fully incorporate and reflect the views of women and provide opportunities for women and girls to benefit from their involvement, a gender analysis was undertaken during the PPG phase. Based on this gender analysis, a comprehensive gender action plan has been developed. The Gender Analysis and Action Plan is appended in **Annex 9**.

128. The Project Results Framework (PRF) includes gender-disaggregated targets and indicators, with a dedicated budget allocated in Component 4 to ensure that they are effectively monitored.

Innovativeness, Sustainability and Potential for Scaling Up:

129. *Innovation*: The innovation in this project lies in: (i) its integrated and proactive approach to addressing HWC and Wildlife Crime as interlinked issues, using stimulation of the wildlife-based economy as a key incentive for protecting populations of threatened species and engaging people in biodiversity-compatible land-use practices;

[53] https://panorama.solutions/en

(ii) the establishment of a new, dedicated institutional mechanism (the HWC Management Unit) to respond to and address incidents of HWC at site-level; (iii) strengthening of coordinated planning, prevention and monitoring of both HWC and Wildlife Crime (through the establishment of a socially-inclusive, multi-stakeholder knowledge-sharing platforms); and, (iv) implementation and monitoring of technologies, infrastructure and equipment for preventing HWC and detecting wildlife crime, which have not been used before or have had only limited application in Namibia.

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

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

V. PROJECT RESULTS FRAMEWORK

This project will contribute to the following Sustainable Development Goal (s): Goal 15: *Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss* (Targets 15.7, 15.9 and 15.C)
This project will contribute to the following country outcome (UNPAF): Outcome 3 *'By 2023, vulnerable populations in disaster prone area and biodiversity sensitive areas are resilient to shocks and climate change effects and benefit from natural resources management);* Strategic Intervention *'Support the implementation of measures designed to combat poaching and illegal wildlife trade, as well as addressing its key drivers, such as human-wildlife conflict.'*

	Objective and Outcome Indicators	Baseline (2019)	Mid-term Target	End of Project Target
PROJECT OBJECTIVE: *To incentivize wildlife conservation through proactive management of human-wildlife conflict and wildlife crime, and delivery of wildlife-based benefits to rural communities in selected hotspot landscapes*	**Mandatory** GEF Core Indicator: Number of direct project beneficiaries disaggregated by gender (individual people)	0	2,100 (1,000=M; 1,100= F)	4,520 (2300=M; 2220= F)
	Mandatory GEF Core Indicator: Number of indirect project beneficiaries disaggregated by gender (individual people)	0	9,000 (3,500=M; 5,500=F)	18,100 (7,900=M; 10,200= F)
	Mandatory GEF Core Indicator: Terrestrial protected areas created or under improved management for conservation and sustainable use (ha) (average METT score and total ha)	3,004,500 (METT score = 62)	3,004,500 (METT score = 63)	3,004,500 (METT score = 64)
	Mandatory GEF Core Indicator: Area of landscapes under improved practices (excluding protected areas) (total ha)	0	310,000	711,000
	Objective Indicator 1: Percentage (%) of conservancy members in project conservancies who support the continued conservation and sustainable management of wildlife in conservancies	<30	>50	>60
PROJECT COMPONENT 1	***MANAGEMENT, PREVENTION AND MITIGATION OF HUMAN-WILDLIFE CONFLICT***			

	Objective and Outcome Indicators	Baseline (2019)	Mid-term Target	End of Project Target
PROJECT OUTCOME 1: *Improved capacities to prevent, mitigate and respond to HWC incidents, leading to a reduction in the number of reported HWC incidents and an improved response to reported incidents of HWC*	Outcome 1, Indicator 1: Average number per annum of validated HWC incidents per project-supported conservancy	>106	<98	<90
	Outcome 1, Indicator 2: Average response time (hours) to reported HWC incidents across project-supported conservancies	>72	<36	<24
	Outcome 1, Indicator 3: Number of approved Conservancy HWC management plans under implementation	0	2	5
Outputs to achieve Outcome 1	***1.1 A national HWC information management centre and three regional HWC response management units are adequately staffed, trained and equipped to manage HWC information, and coordinate responses to reported cases of human-wildlife conflict in the hotspot landscapes*** ***1.2 Human-elephant conflict preventative measures are implemented in the hotspot landscapes to prevent or mitigate damage to infrastructure*** ***1.3 Human-predator conflict preventative measures are implemented in the hotspot landscapes to prevent or mitigate stock losses and injury/loss of human lives*** ***1.4 Monitoring of damage-causing lion and elephant movements, and targeted research on the efficacy of lion and elephant HWC mitigation measures, guides the ongoing development and implementation of local HWC management plans in the hotspot landscapes***			
PROJECT COMPONENT 2	***COMBATING WILDLIFE CRIME AND PROTECTING WILDLIFE POPULATIONS***			
OUTCOME 2: *Strengthened anti-poaching capacities, and science-based management and monitoring of high-value/ high-risk species, leading to a reduction in number of wildlife crime incidents*	Outcome 2, Indicator 1 Percentage (%) reduction (From a baseline of 57 rhinos and 26 elephants poached in 2019) in the total number of elephants and rhinos poached per annum in the hotspot landscapes	NA	10	15
	Outcome 2, Indicator 2: The number of successful prosecutions of poachers, as a proportion (%) of the total number of rhino and elephant poaching incidents in the hotspot landscapes, per annum	<60	65	70

	Objective and Outcome Indicators	Baseline (2019)	Mid-term Target	End of Project Target
	Outcome 2, Indicator 3: Population (total number) of elephant and black rhino populations in the hotspot landscapes	Elephant: ~4,000 Black rhino: <2,000	Elephant: >4,000 Black rhino: >2,100	Elephant: >4,000 Black rhino: >2,200
Outputs to achieve Outcome 2	***2.1 Operational capacities of the Wildlife Protection Service (WPS) anti-poaching staff and anti-poaching units (APUs) are enhanced in the hotspot landscapes*** ***2.2 Research and monitoring of high-risk, high value wildlife species which guides the ongoing development and implementation of science-based management plans for the protection of high-risk, high-value wildlife populations in the hotspot landscapes***			
PROJECT COMPONENT 3	**BUILDING THE WILDLIFE-BASED ECONOMY TO PROMOTE CO-EXISTENCE**			
OUTCOME 3: ***Growth in the wildlife-based economy in the hotspot landscapes, leading to an increase in income and benefits to conservancy members***	Outcome 3, indicator 1: Total number of conservancy members (disaggregated by gender) directly employed by/in wildlife-based businesses in project-supported conservancies	748 (M=553; F=194)	800 (M=565; F=235)	885 (M=581; F=304)
	Outcome 3, Indicator 2: Total value of income per annum in conservancies from the wildlife-based economy in project-supported conservancies (in N$)	119,541,809	145,518,900	171,495,990
	Outcome 3, Indicator 3: Percentage (%) of project-supported conservancies generating enough returns to: (i) cover operational costs from own income; and (ii) provide benefits to members	(i) <40 (ii) <25	(i) 40 (ii) 25	(i) 50 (ii) 35
	Outcome 3, Indicator 4: Total number of individuals (disaggregated by gender and youth) from project-supported conservancies completing formal skills training courses and/or accreditation.	0	35 (M=15; F=20; Y=30)	60 (M=25; F=35; Y=50)

	Objective and Outcome Indicators	Baseline (2019)	Mid-term Target	End of Project Target
Outputs to achieve Outcome 3	***3.1 Strengthened enabling environment for wildlife-based tourism, and related business enterprises, in conservancies in the hotspot landscapes*** ***3.2 Improved individual skills of conservancy members to obtain employment in wildlife-based tourism and related business enterprises in conservancies in the hotspot landscapes*** ***3.3 Opportunities to diversify income streams are developed and piloted in conservancies across the hotspot landscapes***			
PROJECT COMPONENT 4	**KNOWLEDGE MANAGEMENT, STAKEHOLDER COORDINATION AND MONITORING AND EVALUATION**			
OUTCOME 4: ***Enhanced knowledge sharing in addressing HWC and WC in the hotspot landscapes, leading to improved cooperation and coordination of effort between stakeholders***	<u>Outcome 4, Indicator 1:</u> Total number of case studies/best practice knowledge management products developed and disseminated through GWP and other knowledge-sharing platforms	0	>3	>10
	<u>Outcome 4, Indicator 2:</u> Total number of informal dialogues and formal information-sharing sessions hosted per annum in the hotspot landscapes	0	>6	>12
	<u>Outcome 4, Indicator 3:</u> Total number of individuals (disaggregated by gender) participating in knowledge-sharing opportunities (including exchange programmes and national, regional and global HWC/WC meetings)	0	100 (65=M; 35=F)	350 (210=M; 140=F)
Outputs to achieve Outcome 4	***4.1 Tacit and embedded WC and HWC knowledge sharing mechanisms are developed and implemented*** ***4.2 A project-based monitoring and evaluation system, incorporating gender mainstreaming and social safeguards, is maintained***			

VI. MONITORING AND EVALUATION (M&E) PLAN

132. The project results, corresponding indicators and mid-term and end-of-project targets in the project results framework will be monitored annually and evaluated periodically during project implementation. If baseline data for some of the results indicators is not yet available, it will be collected during the first year of project implementation. The Monitoring Plan included in **Annex 3** details the roles, responsibilities, frequency of monitoring project results.

133. Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the UNDP POPP and UNDP Evaluation Policy. The UNDP Country Office is responsible for ensuring full compliance with all UNDP project monitoring, quality assurance, risk management, and evaluation requirements.

134. Additional mandatory GEF-specific M&E requirements will be undertaken in accordance with the GEF Monitoring Policy and the GEF Evaluation Policy and other relevant GEF policies[54]. The costed M&E plan included in **Table 7** below, and the Monitoring Plan in **Annex 3,** will guide the GEF-specific M&E activities to be undertaken by this project.

135. In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed during the Project Inception Workshop and will be detailed in the Inception Report.

Table 7: Project Monitoring and Evaluation Plan and Budget

This M&E Plan and budget provides a breakdown of costs for M&E activities to be led by the Project Management Unit during project implementation. These costs are included in Component 4 of the Results Framework and TBWP. The oversight and participation of the UNDP Country Office, Regional Technical Advisors and HQ Units are not included as these are covered by the GEF Agency Fee.

GEF M&E requirements	Responsible Parties	Indicative costs (US$)	Time frame
Inception Workshop	Implementing Partner Project Manager	20,000	Within 60 days of CEO endorsement of this project
Inception Report	Project Manager	None	Within 90 days of CEO endorsement of this project
Monitoring of indicators in project results framework	Project Manager will collate monitoring data from different project partners (refer to Annex 3)	Total: 30,000	Annually prior to GEF PIR. This will include GEF core indicators
GEF Project Implementation Report (PIR)	Regional Technical Advisor UNDP Country Office Project Manager	None	Annually, typically between June-August
Monitoring of environmental and social management plans (SESP, ESMP - and subsidiary plans)	Project Manager SESO	Total: 20,000	On-going
Supervision missions	UNDP Country Office and other units	None	Annually
Independent Mid-term Review (MTR) and management response	UNDP Evaluation Specialists and independent evaluation consultants.	35,000	December 2024
Independent Terminal Evaluation (TE) and management response	UNDP Evaluation Specialists and independent evaluation consultants.	40,000	September 2027
TOTAL indicative COST		**145,000**	

[54] See https://www.thegef.org/gef/policies_guidelines

Additional GEF monitoring and reporting requirements:

136. Inception Workshop and Report: A project inception workshop will be held within 60 days of project CEO endorsement, with the aim to:

    a. Familiarize key stakeholders with the detailed project strategy and discuss any changes that may have taken place in the overall context since the project idea was initially conceptualized that may influence its strategy and implementation.
    b. Discuss the roles and responsibilities of the project team, including reporting lines, stakeholder engagement strategies and conflict resolution mechanisms.
    c. Review the results framework and monitoring plan.
    d. Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E; discuss the role of the GEF OFP and other stakeholders in project-level M&E.
    e. Update and review responsibilities for monitoring project strategies, including the risk log; SESP report, Social and Environmental Management Framework and other safeguard requirements; project grievance mechanisms; gender strategy; knowledge management strategy, and other relevant management strategies.
    f. Review financial reporting procedures and budget monitoring and other mandatory requirements and agree on the arrangements for the annual audit.
    g. Plan and schedule Project Board meetings and finalize the first-year annual work plan.
    h. Formally launch the Project.

137. GEF Project Implementation Report (PIR): The annual GEF PIR covering the reporting period July (previous year) to June (current year) will be completed for each year of project implementation. Any environmental and social risks and related management plans will be monitored regularly, and progress will be reported in the PIR. The PIR submitted to the GEF will be shared with the Project Board. The quality rating of the previous year's PIR will be used to inform the preparation of the subsequent PIR.

138. GEF and/or LDCF Core Indicators: The GEF Core indicators included in the PRF and as **Annex 16** to the Prodoc will be used to monitor global environmental benefits and will be updated for reporting to the GEF prior to MTR and TE. Note that the project team is responsible for updating the indicator status. The updated monitoring data should be shared with MTR/TE consultants prior to required evaluation missions, so these can be used for subsequent ground-truthing. The methodologies to be used in data collection have been defined by the GEF and are available on the GEF website. The required Protected Area Management Effectiveness Tracking Tool (METTs) have been prepared and the scores include in the GEF Core Indicators.

139. Independent Mid-term Review (MTR)*:* The terms of reference, the review process and the final MTR report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the UNDP Evaluation Resource Center (ERC). The evaluation will be 'independent, impartial and rigorous'. The consultants that will be hired by UNDP evaluation specialists to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. Equally, the consultants should not be in a position where there may be the possibility of future contracts regarding the project under review. The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the evaluation process. Additional quality assurance support is available from the UNDP-GEF Directorate. The final MTR report and MTR TOR will be publicly available in English and will be posted on the UNDP ERC by *11 December 2024*. A management response to MTR recommendations will be posted in the ERC within six weeks of the MTR report's completion.

140. Terminal Evaluation (TE): An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The terms of reference, the evaluation process and the final TE report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the UNDP Evaluation Resource Centre. The evaluation will be 'independent, impartial and rigorous'. The consultants that will be hired by UNDP evaluation specialists to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. Equally, the consultants should not be in a position where there may be the possibility of future contracts regarding the project being

evaluated. The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the UNDP-GEF Directorate. The final TE report and TE TOR will be publicly available in English and posted on the UNDP ERC by *11 September 2027*. A management response to the TE recommendations will be posted to the ERC within six weeks of the TE report's completion.

141. Final Report: The project's terminal GEF PIR along with the terminal evaluation (TE) report and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

142. Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information**:** To accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. GEF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy[55] and the GEF policy on public involvement[56].

[55] See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/
[56] See https://www.thegef.org/gef/policies_guidelines

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

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

Roles and responsibilities of the project's governance mechanism:

144. Implementing Partner: The Implementing Partner for this project is the Ministry of Environment, Forestry and Tourism (MEFT) of the Government of the Republic of Namibia. The Implementing Partner is the entity to which the UNDP Administrator has entrusted the implementation of UNDP assistance specified in this signed project document along with the assumption of full responsibility and accountability for the effective use of UNDP resources and the delivery of outputs, as set forth in this document. The Implementing Partner is responsible for executing this project. Specific tasks include:

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

145. Project stakeholders and target groups: The profile of the other project stakeholders and target groups is summarized in the table below.

Table 8: Profile of the project stakeholders and target groups

Stakeholders	Mandate/responsibility	Importance	Degree of influence
National Government			
Ministry of Safety and Security: Namibian Police (Protected Resources Division)	The Protected Resources Division of the Namibian Police is responsible for the on-the ground anti-poaching interventions, surveillance, wildlife crime investigation and the apprehension of wildlife criminals.	Critical	Influential
Ministry of Defence	The Ministry of Defence protects the sovereignty and territorial integrity of Namibia and actively contribute to international peace and stability. The ministry is mandated through Cabinet Directive No 10/04.07/011 to join the anti-poaching operations in support of MEFT and NAMPOL and other stakeholders in combating poaching activities in the national game parks and conservancy areas.	Critical	Influential
Ministry of Finance (Customs and Excise)	Customs and Excise is responsible for the promotion of security and facilitation of international trade, transport and people. Customs and Excise officials detect smuggled wildlife specimens and products, and wildlife traffickers at Namibian borders (air, sea, land).	Moderate Importance	Moderate Influence
Ministry of Justice, Office of the Prosecutor General, Office of the Judiciary	The Ministry of Justice, Office of the Prosecutor General and Office of the Judiciary are responsible for wildlife crime prosecution.	Moderate Importance	Moderate Influence
Regional and Local Government			

Regional Councils: Erongo, Kunene, Omusati, Oshikoto, Kavango East, Zambezi	Regional councils facilitate development in the regions. Regional Councils are mandated with the functions of planning and implementation of programmes for socio-economic development initiatives at regional level including rural development.	Important	Moderate Influence
International Partners			
United Nations Office on Drugs and Crime – UNDOC Global Programme for Combating Wildlife and Forest Crime	UNDOC Global Programme for Combating Wildlife and Forest Crime works to link existing regional efforts in a global system; enhances capacity and wildlife law enforcement networks at regional and sub-regional levels. The programme 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 organised crime.	Moderate importance	Some Influence
World Bank Global Wildlife Program (GWP)	The GWP aims to address illegal wildlife trade in Africa and Asia by serving as a platform for knowledge exchange and coordination and supporting on-the-ground actions.	Moderate Importance	Some Influence
United States Agency for International Development (USAID)	USAID leads international development and humanitarian efforts to save lives, reduce poverty, strengthen democratic governance and help people progress beyond assistance. In Namibia, USAID supports the Combating Wildlife Crime Project (CWCP).	Moderate Importance	Some Influence
German Development Bank (KfW)	KfW supports Namibia in the development and management of National Parks, in particular infrastructure development in parks.	Moderate Importance	Some Influence
Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ)	GIZ provides support in the field of international development cooperation. Provides support in the fight against poaching and wildlife crime.	Moderate Importance	Some Influence
Civil Society and NGOs			
Namibia Association of CBNRM Support Organisation	The Namibian Association of Community-Based Natural Resources Management Support Organisation provides supports rural communities in the management and utilisation of their natural resources in a sustainable manner.	High importance	Significant Influence
Integrated Rural Development and Nature Conservation	IRDNC helps rural communities to benefit from managing and utilising their natural resources sustainably. It has a unit that support communities to prevent and mitigate human wildlife conflict and wildlife crime.	High importance	Significant Influence
Namibia Development Trust	Works to develop institutional capacities of rural and urban marginalised communities through people centred development within an enabling environment that aims to ensure improved livelihoods and empower communities to act for socio-economic justice and social change.	Moderate Importance	Limited Influence
Community Conservation Fund of Namibia	Community conservation Fund of Namibia is a sustainable funding mechanism for community-based natural resource management. It has an endowment fund which is invested into three areas of support: Minimum Support Package (MSP); Payment for Ecosystem Services (PES); and Human Wildlife Conflict (HWC).	Moderate Importance	Moderate Influence
Elephant Human Relations Aids EHRA	EHRA is an NGO that conserves desert adapted elephants. Their mission is reducing the pressure on rural communities living with the elephants and to ensure desert elephants' long-term survival through community based holistic approach, which includes education, research, development and physical protection methods.	Moderate Importance	Moderate Influence
Save the Rhino Trust	Works together with different partners in monitoring and evaluating the Rhino population, enhancing security of the Rhino and providing benefits to the communities through conservation. SRT has been patrolling and monitoring black rhino to ensure their long-term security and to prevent poaching and other illegal activities. It also monitors conflicts between wildlife and human activity, incidences of Human Induced Disturbances and reports on human or livestock infractions into areas zoned specifically for wildlife.	Moderate Importance	Moderate Influence
Namibia Nature Foundation	The Namibia Nature Foundation works to promote sustainable development, the conservation of biological diversity and natural	Moderate Importance	Moderate Importance

	ecosystem for the benefit of all Namibian people. Manages a project on Combating Wildlife Trafficking in Namibia		
AfriCat Foundation	Work towards long-term conservation and survival of Namibia's large carnivores in their natural habitat. The mission is to contribute to conservation through education.	Moderate Importance	Limited Influence
TRAFFIC	TRAFFIC is an international NGO working on wild animals and plants in the context of biodiversity conservation and sustainable development. In Namibia, it has provided training to investigators, prosecutors and magistrates on illegal wildlife trade. It also raises awareness and share information resources on illegal wildlife trade, with a focus on elephant and rhino species.	Moderate Importance	Limited Influence
Local organisations, institutions and individuals			
Traditional Authorities	Custodians of communal land and mandated for land allocation in their respective jurisdictions.	High importance	Moderate Influence
Communal Conservancies	Provide local level leadership in resources management in Namibia communal areas.	Critical	Very Influential
Farmers (including men & women, marginalised groups)	Crop and livestock farmers impacted by HWC	Critical	Very Influential
Other Stakeholders			
Namibia Broadcasting Corporation (NBC) and other state media	Communications, awareness raising and information-sharing	Moderate importance	Some Influence

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

147. Project organizational structure (See Figure 2): The Directorate of Wildlife and National Parks (DWNP) in the MEFT will designate a senior staff member to act as the National Project Director (NPD). The NPD will provide the strategic oversight and guidance to project implementation.[57]

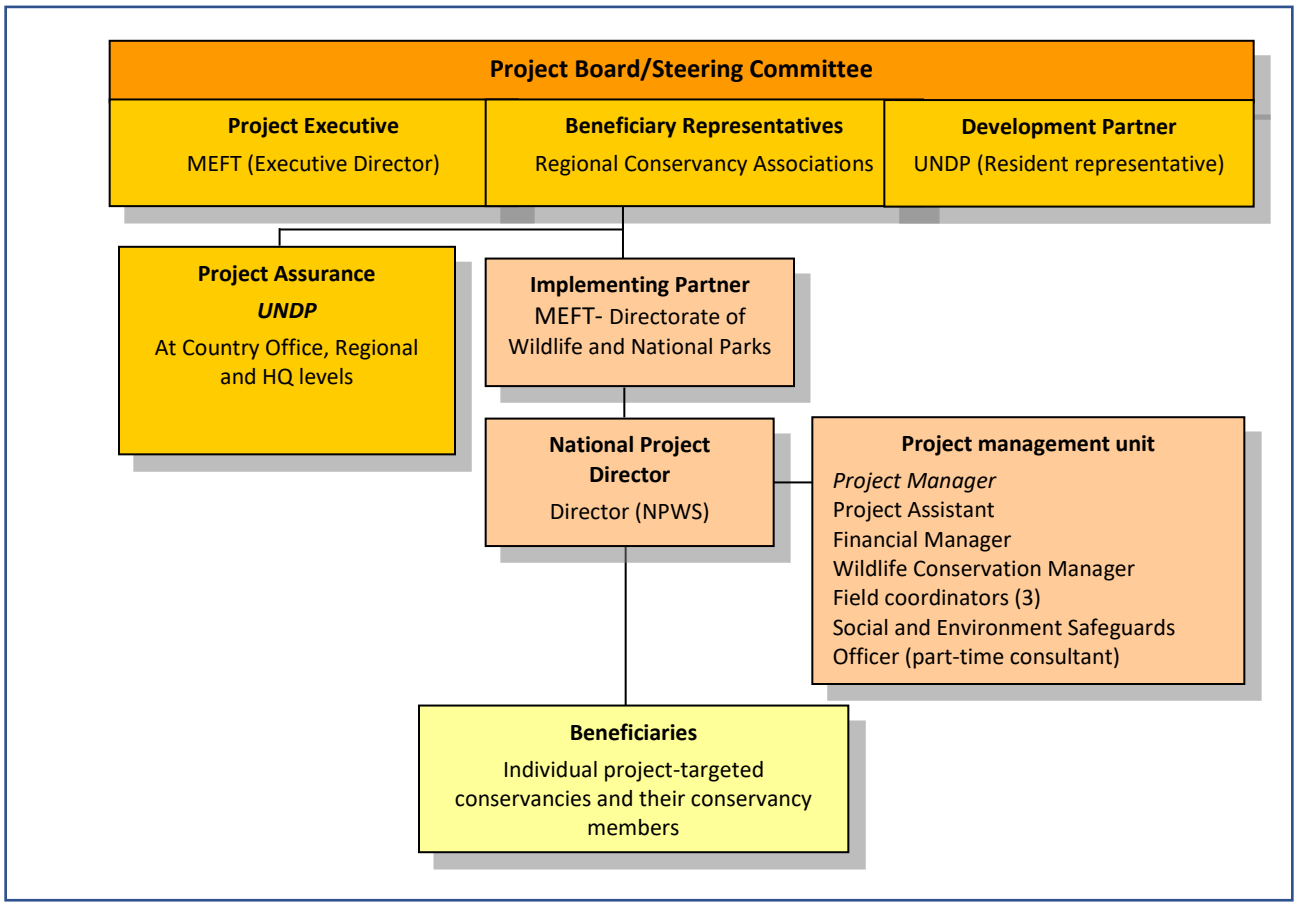
148. The day-to-day administration and management of the project will be carried out by a full-time Project Manager (PM)[58], with the financial support of a Financial Manager (FM) [59], professional support of a Wildlife Conservation Manager (WCM) [60] and administrative support of a part-time Project Assistant (PA). The PM, WCM, FM and PA will be allocated office space in the premises of the DWNP in Windhoek. Field-based technical project support and oversight will be provided by 3 Field Coordinators (FC) located in the MEFT regional offices in each of the three hotspot landscapes. Collectively the PM, WCM, FM, PA and 3 FCs will comprise the core of the Project Management Unit (PMU). The PMU will be supported by a part-time Social and Environmental Safeguards Officer (SESO) on retainer contract. The terms of reference for the PM, WCM, FM, PA, FCs, PA and SESO are detailed in **Annex 6.**

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

[57] The NPD will not be paid from the project funds but will represent a Government in-kind contribution to the Project.
[58] The PM will also be responsible for the overall delivery of technical outputs under Components 3 and 4 of the project.
[59] The development and implementation of the small grant programmes envisaged under the project (see Output 3.1) will be administered by the FM.
[60] The WCM will be directly responsible for the overall implementation of Components 1 and 2 of the project.

150. The PMU will be supported technically by contracted national experts, NGO's, academic institutions, international consultants and companies. The recruitment of specialist support services and procurement of any equipment and materials for the project will be done by the PMU, in consultation with the NPD, and in accordance with relevant recruitment and procurement rules and procedures. The terms of reference for the key consultants, NGOs and companies to be contracted by the project are detailed in **Annex 6**.

Figure 2: Project organization structure



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

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the project manager;
- Provide guidance on new project risks, and agree on possible mitigation and management actions to address specific risks;
- Agree on project manager's tolerances as required, within the parameters set by UNDP-GEF, and provide direction and advice for exceptional situations when the project manager's tolerances are exceeded;
- Advise on major and minor amendments to the project within the parameters set by UNDP-GEF;

- Ensure coordination between various donor and government-funded projects and programmes;
- Ensure coordination with various government agencies and their participation in project activities;
- Track and monitor co-financing for this project;
- Review the project progress, assess performance, and appraise the Annual Work Plan for the following year;
- Appraise the annual project implementation report, including the quality assessment rating report;
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
- Review combined delivery reports prior to certification by the implementing partner;
- Provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Address project-level grievances;
- Approve the project Inception Report, Mid-term Review and Terminal Evaluation reports and corresponding management responses;
- Review the final project report package during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up;
- Ensure highest levels of transparency and take all measures to avoid any real or perceived conflicts of interest;

152. The composition of the Project Board must include the following roles:

    a. Project Executive: Is an individual who represents ownership of the project and chairs the Project Board. The Executive is normally the national counterpart for nationally implemented projects. The Project Executive is the Executive Director of the Ministry of Environment & Tourism.

    b. Beneficiary Representative(s): Individuals or groups representing the interests of those who will ultimately benefit from the project. Their primary function within the board is to ensure the realization of project results from the perspective of project beneficiaries. The Beneficiaries are the targeted communal conservancies and will be represented through the regional conservancy associations (or NACSO)[61]:

    c. Development Partner(s): Individuals or groups representing the interests of the parties concerned that provide funding and/or technical expertise to the project. The Development Partner(s) is the UNDP Resident Representative/Directorate of Wildlife and National Parks (DWNP) in the MEFT.

    d. Project Assurance: UNDP performs the quality assurance role and supports the Project Board and Project Management Unit by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed, and conflict of interest issues are monitored and addressed. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. UNDP provides a three-tier oversight services involving the UNDP Country Offices and UNDP at regional and headquarters levels. Project assurance is totally independent of the project execution function.

153. Project extensions: The UNDP Resident Representative and the UNDP-GEF Executive Coordinator must approve all project extension requests. Note that all extensions incur costs and the GEF project budget cannot be increased. A single extension may be granted on an exceptional basis and only if the following conditions are met: one extension only for a project for a maximum of six months; the project management costs during the extension period must remain within the originally approved amount, and any increase in PMC costs will be

[61] Individual representatives from each of the Regional Conservancy Associations - Kavango East and West Regional Conservancy (and Community Forest) Association; Kunene Regional Community Conservancy Association; Erongo Regional Conservancy Association; and North Central Conservancies (and Community Forests) Regional Association - will only be identified at the Project Inception workshop. Alternatively, NACSO may be designated by the participating conservancies to represent their interests if this arrangement is too cumbersome.

covered by non-GEF resources; the UNDP Country Office oversight costs in excess of the CO's Agency Fee specified in the DOA during the extension period must be covered by non-GEF resources.

VIII. FINANCIAL PLANNING AND MANAGEMENT

154. The total cost of the project is USD 59,773,647. This is financed through a GEF TF grant of USD 6,247,018 and USD 53,526,629 in other co-financing. UNDP, as the GEF Implementing Agency, is responsible for the oversight of the GEF resources and the cash co-financing transferred to UNDP bank account only.

155. Confirmed Co-financing: The realization of project co-financing will be monitored during the mid-term review and terminal evaluation process and will be reported to the GEF. All project activities included in the project results framework that will be delivered by cofinancing partners (even if the funds do not pass through UNDP accounts) must comply with UNDP's Social and Environmental Standards Policy. Co-financing will be used for the following project activities/outputs:

Table 9: Committed cofinancing: source, type, amounts and outputs supported

Co-financing source	Co-financing type	Co-financing amount	Planned Co-financing Activities/Outputs	Risks	Risk Mitigation Measures
Government of Namibia (MEFT)	In-kind	30,411,000	HWC management information management (Output 1.1) Wildlife-crime prevention (Output 2.1) Project management Knowledge management (Output 4.1) M&E (Output 4.2)	Budgetary allocations for wildlife management may – in the short term – be redirected to COVID-19 social, health and economic responses	The project will wherever possible seek to contribute to, and align with, the implementation of Namibia's Covid-19 Economic Recovery Plan.
	Grant	11,300,000	Human-wildlife conflict management and response APUs (Output 2.1) Wildlife research and monitoring (Output 2.2)		
KfW Development Bank	Grant	11,715,629	Human wildlife conflict (Outputs 1.3 & 1.4) Wildlife-crime prevention (Output 2.1) Development of JV agreements between local communities and private sector tourism businesses (Output 3.1)	A downturn – over the short-term - in tourism to Namibia due to the global impacts of the Covid-19 pandemic	While the project cannot specifically mitigate against the short-term impact of international and regional travel restrictions on the tourism sector, it will work with the KfW bank to re-align budgets and workplans over the short-term (without compromising the overall outputs and activities envisaged)
UNDP	In-kind	100,000	Stakeholder consultations Knowledge management (Output 4.1)	None	N/A

156. Budget Revision and Tolerance: As per UNDP requirements outlined in the UNDP POPP, the Project Board will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Board. Should the following deviations occur, the Project Manager and UNDP Country Office will seek the approval of the BPPS/GEF team to ensure accurate reporting to the GEF: (a) Budget re-allocations among components in the project budget with amounts involving 10% of the total project grant or more; and (b) Introduction of new budget items that exceed 5% of original GEF allocation. Any over expenditure incurred beyond the available GEF grant amount will be absorbed by non-GEF resources (e.g. UNDP TRAC or cash co-financing).

157. Audit: The project will be audited as per UNDP Financial Regulations and Rules and applicable audit policies. Audit cycle and process must be discussed during the Inception workshop. If the Implementing Partner is a UN Agency, the project will be audited according to that Agencies applicable audit policies.

158. Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP. All costs incurred to close the project must be included in the project closure budget and reported as final project commitments presented to the Project Board during the final project review. The only costs a project may incur following the final project review are those included in the project closure budget.

159. Operational completion: The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Terminal Evaluation Report (that will be available in English) and the corresponding management response, and the end-of-project review Project Board meeting. **Operational closure must happen with 3 months of posting the TE report to the UNDP ERC**. The Implementing Partner through a Project Board decision will notify the UNDP Country Office when operational closure has been completed. At this time, the relevant parties will have already agreed and confirmed in writing on the arrangements for the disposal of any equipment that is still the property of UNDP.

160. Transfer or disposal of assets: In consultation with the Implementing Partner and other parties of the project, UNDP is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended to be reviewed and endorsed by the project board following UNDP rules and regulations. Assets may be transferred to the government for project activities managed by a national institution at any time during the life of a project. In all cases of transfer, a transfer document must be prepared and kept on file[62]. The transfer should be done before Project Management Unit complete their assignments.

161. Financial completion (closure): The project will be financially closed when the following conditions have been met: a) the project is operationally completed or has been cancelled; b) the Implementing Partner has reported all financial transactions to UNDP; c) UNDP has closed the accounts for the project; d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision). The project will be financially completed **within 6 months of operational closure or after the date of cancellation**. Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the BPPS/GEF Unit for confirmation before the project will be financially closed in Atlas by the UNDP Country Office.

162. Refund to GEF: Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the BPPS/GEF Directorate in New York. No action is required by the UNDP Country Office on the actual refund from UNDP project to the GEF Trustee.

62 See https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Project%20Management_Closing.docx&action=default.

IX. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan			
Atlas Award ID:	00126450	*Atlas Output Project ID:*	00120509
Atlas Proposal or Award Title:	Integrated approach to proactive management of human-wildlife conflict and wildlife crime in hotspot landscapes in Namibia		
Atlas Business Unit:	UNDP Namibia		
Atlas Primary Output Project Title:	Integrated approach to proactive management of human-wildlife conflict and wildlife crime in hotspot landscapes in Namibia		
UNDP PIMS No.:	6303		
Implementing Partner:	Ministry of Environment, Forestry and Tourism (MEFT)		

Atlas Activity (GEF Component)	Atlas Impl.Agent	Atlas Fund ID	Donor Name	Atlas Budget Account Code	ATLAS Budget Account Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Amount Year 6 (USD)	Total (USD)	Budget Note
COMPONENT 1: Management, prevention and mitigation of HWC	**MEFT**	**62000**	**GEFTF**	71300	Local consultants	8,000	14,000	14,000	12,000	-	-	48,000	1
				71600	Travel	14,000	28,000	28,000	28,000	15,000	10,000	123,000	2
				71800	Contractual Services-Imp. Part.	40,350	40,350	40,350	40,350	40,350	40,350	242,100	3
				72100	Contractual services-Companies	65,000	125,000	165,000	185,000	140,000	85,000	765,000	4
				72200	Equipment and furniture	5,000	5,000	5,000	-	-	-	15,000	5
				72300	Materials and goods	6,000	25,000	27,000	22,000	6,000	4,000	90,000	6
				72400	Comm.& Audio-Visual Equip.	16,000	19,000	22,000	25,000	15,000	13,700	110,700	7
				72500	Supplies	-	5,000	15,000	10,000	5,000	-	35,000	8
				72800	Information Tech. Equip.	45,000	65,000	23,000	-	-	-	133,000	9
				73200	Premises alterations	82,300	85,000	85,000	35,000	20,000	15,000	322,300	10
				74100	Professional services	-	-	10,000	10,000	10,000	-	30,000	11
				75700	Training, workshops	5,000	25,000	15,000	15,000	15,000	5,000	80,000	12
					Total Component 1	**286,650**	**436,350**	**449,350**	**382,350**	**266,350**	**173,050**	**1,994,100**	
COMPONENT 2: Combatting wildlife crime and protecting wildlife populations	**MEFT**	**62000**	**GEFTF**	71200	International consultants	-	-	25,000	20,000	-	-	45,000	13
				71600	Travel	5,000	8,000	9,000	9,000	9,000	5,000	45,000	14
				71800	Contractual Services-Imp. Part.	40,350	40,350	40,350	40,350	40,350	40,350	242,100	15
				72100	Contractual services-Companies	35,000	135,000	130,000	128,000	62,000	48,000	538,000	16
				72200	Equipment and furniture	15,000	35,000	20,000	12,000	3,000	-	85,000	17
				72300	Materials and goods	15,000	40,000	30,000	20,000	5,000	-	110,000	18
				72400	Comm.& Audio-Visual Equip.	20,000	45,000	45,000	15,000	5,700	5,000	135,700	19
				72800	Information Technology Equip.	8,000	25,000	35,000	25,000	6,000	3,000	102,000	20
				75700	Training, workshops	18,000	20,000	26,000	14,000	10,000	2,000	90,000	21
					Total Component 2	**156,350**	**348,350**	**360,350**	**283,350**	**141,050**	**103,350**	**1,392,800**	
	MEFT	**62000**	**GEFTF**	71300	Local consultants	-	-	10,000	20,000	15,000	-	45,000	22

Atlas Activity (GEF Component)	Atlas Impl.Agent	Atlas Fund ID	Donor Name	Atlas Budget Account Code	ATLAS Budget Account Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Amount Year 6 (USD)	Total (USD)	Budget Note
COMPONENT 3: Building the wildlife-based economy				71600	Travel	5,000	8,000	8,000	6,000	5,000	3,000	35,000	23
				71800	Contractual Services-Imp. Part.	51,750	51,750	51,750	51,750	51,750	51,750	310,500	24
				72100	Contractual services-Companies	24,000	46,000	48,000	40,000	35,000	27,000	220,000	25
				72400	Comm.& Audio-Visual Equip.	1,000	1,000	1,000	1,000	1,000	1,000	6,000	26
				72600	Grants	100,000	280,000	380,000	220,000	44,640	35,000	1,059,640	27
				72800	Information Technology Equip.	2,500	2,000	400	400	400	300	6,000	28
				75700	Training, workshops	-	15,000	50,000	55,000	45,000	25,000	190,000	29
				Total Component 3		**184,250**	**403,750**	**549,150**	**394,150**	**197,790**	**143,050**	**1,872,140**	
COMPONENT4: Knowledge management, stakeholder coordination and **M&E**	**MEFT**	**62000**	**GEFTF**	71200	International consultants	25,000	10,000	22,000	-	-	25,000	82,000	30
				71300	Local consultants	12,000	12,000	25,000	12,000	12,000	27,000	100,000	31
				71600	Travel	14,000	22,000	22,000	26,000	14,000	8,000	106,000	32
				71800	Contractual Services-Imp. Part.	15,750	15,750	15,750	15,750	15,750	15,750	94,500	33
				72100	Contractual services-Companies	12,000	22,000	26,000	22,000	13,000	7,000	102,000	34
				72400	Comm.& Audio Visual Equip	3,500	3,500	3,500	3,500	3,500	3,500	21,000	35
				72500	Supplies	3,001	5,000	8,000	9,000	6,000	4,000	35,001	36
				72800	Information Technology Equip.	11,000	2,000	1,500	1,500	1,500	1,500	19,000	37
				75700	Training, workshops &conf.	14,000	21,000	24,000	26,000	30,000	16,000	131,000	38
				Total Component 4		**110,251**	**113,250**	**147,750**	**115,750**	**95,750**	**107,750**	**690,501**	
Project management	**MEFT**	**62000**	**GEFTF**	71600	Travel	1,500	1,500	1,500	1,500	1,500	1,500	9,000	39
				71800	Contractual Services-Imp. Part.	42,900	42,900	42,900	42,900	42,900	42,900	257,400	40
				72500	Supplies	2,000	2,000	2,000	2,000	2,000	2,000	12,000	41
				74100	Professional Services	3,000	3,000	3,000	3,000	3,000	3,000	18,000	42
				74500	Miscellaneous Expenses	177	180	180	180	180	180	1,077	43
				Total Project Management		**49,577**	**49,580**	**49,580**	**49,580**	**49,580**	**49,580**	**297,477**	
					GRAND TOTAL	**787,078**	**1,351,280**	**1,556,180**	**1,225,180**	**750,520**	**576,780**	**6,247,018**	

Summary of Funds:

	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Amount Year 6 (USD)	Total
GEFTF	**787,078**	**1,351,280**	**1,556,180**	**1,225,180**	**750,520**	**576,780**	**6,247,018**
Government of Namibia (MEFT)	**6,951,833**	**6,951,833**	**6,951,833**	**6,951,833**	**6,951,834**	**6,951,834**	**41,711,000**
KfW Development Bank	**1,952,605**	**1,952,605**	**1,952,605**	**1,952,605**	**1,952,605**	**1,952,604**	**11,715,629**
UNDP	**16,666**	**16,667**	**16,667**	**16,667**	**16,667**	**16,666**	**100,000**
TOTAL	**9,708,182**	**10,272,385**	**10,477,285**	**10,146,285**	**9,671,626**	**9,497,884**	**59,773,647**

Budget note #	Comments:
Component 1	
1	This budget is reserved to cover the cost of contractual appointment of a Database Administrator Specialist (US$1,000 x 48 weeks, commencing in Year 1) to support the updating, management, and maintenance of the HWC database and to provide a mentoring role for staff in the MET HWC Coordination Unit (Output 1.1). **Total: US$48,000, over years 1 to 4**
2	This budget is to cover the Travel costs of regional HWC management unit staff undertaking incident investigations, communications, and extension support services in conservancies (Output 1.1). Incidental transport costs for patrolling conservancy rangers (bicycles, taxis, fuel, etc.) (Output 1.3). Travel costs (DSA, car subsidy, fuel, car rental etc.) of the WCM and FCs in implementing outputs 1.1 - 1.4. **Total: US$123,000 over years 1 to 6**
3	This budget is reserved to cover the pro rata costs of members of the PMU who will be responsible for delivery of technical outputs as follows: • Pro rata costs of contractual appointment of a Wildlife Conservation Manager (WCM) (50% of the salary - US$2,725 per month) - the WCM to provide professional backstopping support to and oversee the implementation and delivery of technical Outputs 1.1 - 1.4. (Total: $98,100 over Years 1 to 6) • Pro rata costs of contractual appointment of 3 Field Coordinators (FC) (33.3% of the total Salary - US$2,000 per month each) - the FC to provide field-based technical support to the implementation of, Outputs 1.1 - 1.4. (Total: US$144,000 over Years 1 to 6) **Total: US$ 242,100 over 6 years** *Please refer to Annex 6 (technical consultancies) for a more detailed description of the technical roles and responsibilities of the WCM and FCs under this component.*
4	This budget is reserved for appointment of technical service providers (businesses, NGOs, academic institutions or consortia of consultants) for delivery of the following outputs: • Contractual appointment of an integrated technology systems service provider to design, develop and install the systems architecture for the HWC monitoring and information system (Output 1.1) - Total: $45,000 • Contractual appointment of two or more service providers (ideally local SME contractors) with experience in water infrastructure construction/civil engineering to: (i) develop the standardized design and specifications of, and estimate the materials, time and labour costs for, the water infrastructure (and associated power supply and water reticulation) in targeted villages; elephant proof installation around water infrastructure; and, elephant-friendly water points (Output 1.2) - $35,000 (ii) procure, install and construct the water infrastructure, elephant-proof barriers, and elephant-friendly water points in targeted villages (Output 1.2) - $290,000; and (iii) procure materials and install, and to develop the standards for, crocodile-proof enclosures, and the associated water supply for livestock, in three demonstration sites in the NE region (Output 1.3) - US$35,000 • Contractual appointment of a wildlife monitoring company, academic organization, or NGO, to procure and install satellite collars and GPS transmitters on selected predators (Output 1.4 - Note: the same entity may be contracted to implement Output 2.2, below) - US$ 145,000 • Contractual appointment of a wildlife tracking company to research, test and pilot a system for the automated tracking and sending of real-time information on the movements of collared predators (Output 1.4 - to be carried out in conjunction with delivery of Output 2.2, below) - US$110,000 • Contractual appointment of a HWC research organization or NGO to: (i) conduct a cost-benefit analysis of alternative HWC mitigation measures for elephant and predators (Output 1.4) - $45,000, and (ii) support selected conservancies in the development of local HWC management plans (Output 1.4) - US$60,000

Budget note #	Comments:
	Wherever possible, consultancies will be consolidated where one service provider has the relevant capacity to deliver several of the required services - See Annex 6: Technical Consultancies for further details **Total: US$765,000, distributed over Years 1 to 6**
5	Budget reserved for procurement of office furniture (chairs, tables, desks, cupboards) for the regional HWC management units (Output 1.1). **Total: US$15,000 distributed evenly across Years 1 to 3**
6	This budget is reserved for procuring uniforms, safety equipment, smart patrol hand-held devices and camping equipment for conservancy rangers (Output 1.3) - **$60,000** over Years 1 to 6; and procurement of ration packs for patrolling conservancy rangers (Output 1.3) - **US$30,000** over years 1 to 6**.** **Total: US$90,000**
7	This budget is allocated to contribute to the costs of communications equipment (cell phones - satellite or standard; and/or VHS radios - handheld/vehicle) for the regional HWC management unit staff (Output 1.1) - **US$60,000**; and communications equipment (cell phones - satellite or standard, and/or VHS radios - hand-held) for conservancy rangers (Output 1.3) **- US$40,000**; and *Pro rata* landline and cell phone costs (cellphone contracts and phone calls) for the Wildlife Conservation Manager and Field Coordinators incurred through implementation of Outputs 1.1 - 1.4 - **US$10,700.** **Total: US$110,700**
8	This budget is to cover the Production costs of publications, print media and electronic media for ongoing communications and educational support services provided to conservancy members (Output 1.1 - please also refer to Component 4 for contracted communications company contracted by the project to produce these media) - **Total: 35,000, distributed across Years 2 - 5**
9	These funds are reserved for procurement of: • additional hardware, software, database, and networking requirements for the HWC monitoring and information system (Output 1.1) - US$25,000. • hardware, software, and network connections for the regional HWC management units (Output 1.1) - US$21,000 • field measuring (GPS units, digital cameras, measuring wheels) and communications equipment (VHS radios, radio base units, radio antenna) for regional HWC management units and unit staff (Output 1.1) - US$75,000 • (Pro rata cost of procuring) laptops, software licenses, hard drives, printers, and ISP service for WCM and FCs in implementing Outputs 1.1 - 1.4 - US12,000 **Total: US$133,000, distributed across Years 1, 2 and 3**
10	These funds are reserved for procurement of: • construction materials (cement, stone, water tanks, water piping, electrical cable, water pumps, water troughs, solar panels, etc.) and supply services to replace/repair elephant-damaged water infrastructure (Output 1.2) - US$135,000 • construction materials (cement, stone, fencing, poles, livestock water troughs, water pumps, water pipes) for installation of crocodile-proof enclosures and the associated water supply for livestock (Output 1.3) - US$187,300 **Total: US$ 322,300, spread over Years 1 to 6**
11	These funds are reserved to procure the professional services (on a retainer contract) of a specialist legal adviser (for an average of 20 days per year @ US$500/day) to support and assist conservancies in enforcing conservancy land use zonation (Output 1.4). Work start in year 3. **Total: US$ 30,000, spread evenly across Years 3 to 5**
12	These funds are reserved to meet the costs of hiring trainers and convening training workshops as follows:

Budget note #	Comments:
	• Formal IT, IS and HWC short course training programmes for HWC Coordination Unit staff (Output 1.1) - US$40,000, commencing Year 2 (Q3), ending Year 3 (Q4) • HPC training programmes for conservancy rangers (Output 1.3) - US$40,000; commencing Year 2 (Q1) with ongoing inputs in later years **Total: $80,000, spread over Years 2 to 6**
Component 2	
13	This budget is reserved for contractual appointment of a Wildlife Forensics Expert (@ US$3,000 for 15 weeks) to prepare standardized national guidelines and SOPs for the management of wildlife crime-scene investigations, and to design a compact, mobile wildlife crime kit for use by field rangers and WC investigators (Output 2.1) **Total: US$45,000, in Years 2 and 3**
14	This budget covers the travel costs (DSA, car subsidy, car rental, fuel, etc.) of the Wildlife Conservation Manager and Field Coordinators CM in delivery of outputs 2.1 - 2.2. **Total: US$45,000, distributed across Years 1 to 6**
15	This budget is reserved for meeting the Pro rata costs of contractual appointment of Project staff who are responsible for delivery of technical outputs, as follows: • a Wildlife Conservation Manager (50% of the salary - US$2,725/month) to provide professional backstopping support to, and oversee the implementation of, Outputs 2.1 and 2.2 - US$98,100 • 3 Field Coordinators (33.33% of the salary - US$2,000/month each) to provide field-based technical support to the implementation of Outputs 2.2 and 2.2 - US$144,000 **Total: US$242,100, distributed evenly across Years 1 to 6** *Please refer to Annex 6 (technical consultancies) for a more detailed description of the technical roles and responsibilities of the WCM and FCs under this Component.*
16	This budget is reserved for: (i) Contractual appointment of suitably qualified companies or NGOs as follows: • an anti-poaching technology company/supplier or NGO to support APUs in the field with testing and selection of alternative anti-poaching surveillance and detection technologies (Output 2.1) - US$80,000; Start Year 3, end Year 4 • a wildlife monitoring company, academic organization, or NGO to procure and install satellite collars and GPS transmitters on selected elephants and rhinos (Output 2.2 - this could be the same entity as the one appointed under Component 1 above) - US110,000; Start Year 2 (Q4) • Contractual appointment of a wildlife tracking company/NGO or research institution to develop, install and support the administration of an automated tracking system which monitors and records real-time information on the movements of collared predators, lions, and rhino (Output 2.2 - see also Component 1 above; this could be consolidated with the consultancy to fit the tracking collars, if the company has the appropriate capacity) - US$210,000; Start Year 2 (ii) Hiring a fixed-wing aircraft or helicopter and pilot (flying costs estimated at US$3,000 per hour) for aerial surveys of rhino and elephant populations - US$138,000; Years 2 and 5 **Total: US$538,000 distributed over Years 2 to 6** *Please see Annex 6 (Technical Consultancies) for additional information on TORs of contracted parties*
17	This budget is reserved for procurement and maintenance of furnishings, installations, power supply technology (generators, solar cells, battery packs, inverters) and office equipment for the regional Smart Patrol Data Centers (Output 2.1).

Budget note #	Comments:
	Total: US$85,000, distributed over Years 1 to 5
18	This budget is reserved to cover the cost of Procurement and maintenance of safety and camping equipment (e.g. boots, tents, sleeping bags, backpacks, water bottles, first aid kit, utensils, binoculars, cameras and torches, forensic kits, satellite phones/VHS radios) for anti-poaching staff/APU's (Output 2.1). **Total: US$110,000, distributed over Years 1 to 5**
19	This budget is reserved for: • Procurement (and installation), leasing and/or running costs of communications technology (e.g. base station, antenna, radio repeaters, VHF/FM radios, fiber optic lines, etc.) for the regional Smart Patrol Data Centers (Output 2.1) - US$125,000; • Pro rata landline and cell phone costs (cellphone contracts and phone calls) for the WCM an FCs in implementing Outputs 2.1 and 2.2 - US$10,700 **Total US$135,700, distributed across Years 1 to 6**
20	This budget is reserved for: • Procurement of hardware, software and networking for regional Smart Patrol Data Centers and GPS-enabled data collection devices for anti-poaching field rangers (Output 2.1) - US$90,000 • Pro rata cost of procuring laptops, software licenses, hard drives, printers, and ISP service for WCM and FCs in implementing Outputs 2.1 and 2.2 - US$12,000 **Total: US$102,000, distributed across Years 1 to 6**
21	This budget covers the costs of convening workshops for delivery of accredited anti-poaching training courses (basic training, advanced training, and annual refresher training courses) for 60 anti-poaching field staff - covering standard workshop costs such as venue hire, training materials etc. (Output 2.1); **Total: US$90,000, Start Year 1, with follow ups in Years 2, 3, 4 and 5**
Component 3	
22	This covers the costs of contracting a Business Facilitator (45 weeks @ US$1,000/wk) to work with the Ministry of Mines and Energy, local conservancies and private sector mining companies to pilot a voluntary biodiversity offsets program (Output 3.1). **Total: US$45,000, distributed over Years 4, 5 and 6**
23	This budget is reserved to cover Travel (DSA, car subsidy/hire, fuel, etc.) of the PM, FM and FCs in implementing Outputs 3.1 - 3.3. **Total: US$35,000 distributed over Years 1 to 6**
24	This budget is reserved to cover the *pro rata* costs of appointment of Project staff with responsibility of delivery of technical outputs, as follows: • Project Manager (37.5% of salary @US$ 3,500 per month) for planning and technical oversight of Outputs 3.1 - 3.3 - US$94,500 • Financial Manager (40% of the salary @US$2,500/month) for the administration and management of the project Low-Value Grant Facility under Output 3.1 - US$72,000 • 3 Field Coordinators (33.33% of the salary@US$2,000/month each) to provide field-based technical support to the implementation of Outputs 3.1 - 3.3 - US$144,000 **Total: $310,500 distributed over Years 1 to 6** *Please refer to Annex 6 (technical consultancies) for a more detailed description of the technical roles and responsibilities of the PM, FM, and FCs under this Component.*
25	This budget is reserved for contractual appointment of local NGOs/businesses as follows: • Independent business/CBNRM NGO to assist the PMU in reviewing the grant funding awards, support beneficiary conservancies/institutions in accessing and using their grants, and monitoring and reporting on the implementation of grant awards (Output 3.1) - US$40,000; Start Year 1 (Q3)

Budget note #	Comments:
	• Business skills/training facilitator/NGO/entity to consultatively identify and prioritize individual employee skills and capacity gaps and identify prospective training service providers to address these gaps (Output 3.2) - US$35,000; Year 2 (start Q4) • Fund-raising/marketing/events company to support targeted local conservancies to improve conservancy revenues from: branding; hosting events and functions; developing new products, services, and destinations; implementing fund-raising campaigns; and preparing funding applications from donors (Output 3.3) - US$85,000; Start Year 2 • CBNRM NGO to work with targeted local sector tourism partners and local conservancies in further developing, and increase income streams from, the conservation performance system under the WCS (Output 3.3) - US$60,000; Years 3 to 5 (appoint service provider in Q4, Year 2) **Total: US$220,000, distributed over Years 1 to 6** *Please See Annex 6 (Technical Consultancies) for further details of TORs of contracted parties*
26	This covers landline and cell phone costs (cellphone contracts and phone calls) for PM, PA and FM in the implementation of Outputs 3.1 - 3.3. **Total: US$6,000 distributed evenly across Years 1 to 6**
27	These funds are reserved for establishment of a Low Value Grants Facility (in terms of UNDP's LVG policy in the POPP) to be administered by MEFT (through the PMU, under management by the FM and the PM). The grant funding will be used to support community conservancies in developing the enabling environment for ongoing identification and negotiation of JVs with private sector partners in the development of new lodges (or other nature-based tourism enterprises) in conservancies, especially in areas where the capacity to identify and develop a tourism JV agreement is still poorly developed or where the JV implementation process has stalled and now requires additional support (Output 3.1). The PMU will work with targeted community conservancies in the hotspot landscapes to: (i) identify viable wildlife-based tourism enterprise opportunities; (ii) identify prospective JV private sector partners for these tourism enterprises; and (iii) identify the critical activities required to create the enabling environment for the development of a viable tourism enterprise. The PMU will then, on behalf of MEFT, administer a LVG Agreement between itself and each recipient institution (with a maximum of 25 recipient institutions), manage the phased release of grant funding, assist conservancies (and any supporting NGOs/CBOs) to effectively manage grant funding support, and monitor and report on the implementation of the activities covered by the grant and the achievement of results from the grant. The project will also establish an independent mechanism to review and endorse the selection of recipient institutions/individuals and assess the performance of these in managing the grants (See BN25). **Total: US$1,059,640 distributed across years 1 to 6**
28	This budget is reserved to cover the *Pro rata* cost of procuring laptops, software licenses, hard drives, printers, and ISP service for FCs in the implementation of Outputs 3.1 - 3.3. **Total: US$6,000, distributed across years 1 to 6**
29	These funds are reserved to meet the costs of hiring local businesses/training service providers or a consortium of experts to deliver formal, accredited training to selected conservancy members, and provide ongoing mentorship to address skills gaps identified during the capacity gaps assessment (See BN 25). Training to include topics such, inter alia, business management; hospitality services; marketing and communications; culinary services/catering; financial management; administrative services; tour guiding; maintenance services (plumbing; electrical, vehicles); security services (Output 3.2); *Start training in Year 2 (Q4), with ongoing inputs through to Year 6 (Q3)* **Total: US$190,000, Years 2 to 6**
Component 4	
30	This budget is reserved to appoint international consultants as follows:

Budget note #	Comments:
	• Contractual appointment of an independent environmental and social safeguards specialist with international experience to prepare the full ESIA and ESMP (with subsidiary safeguards risk management plans), and undertake FPIC consultations and training (as specified in the project's SESP and ESMF) within the first 6 months of project implementation (all-inclusive cost, with fee calculated at $3,500 per week for 10 weeks) (Output 4.1) -US$35,000 in Year 1 • Contractual appointment of an international mid-term evaluation consultant (7 weeks @US$3,100/wk) under Output 4.2) - US$22,000 in Year 3 • Contractual appointment of an international terminal evaluation consultant (8 weeks @US$3,100/wk) under Output 4.2 - US$25,000 in Year 6 **Total: US$82,000**
31	This budget is reserved to appoint local consultants as follows: • Contractual appointment (on a retainer contract) of a Social and Environmental Safeguards Officer (SESO) to support the PMU in implementation, monitoring and adaptive management of all safeguards-related risk management plans (ESMP, GRM) and the Gender Action Plan (US$750 for 96 weeks, averaged at 16 weeks per year over the 6-year duration of the project), under Output 4.2 - US$72,000 • Contractual appointment of a local mid-term evaluation consultant (13 weeks @US1,000/wk) - US$13,000 in Year 3 - US$13,000 • Contractual appointment of a local terminal evaluation consultant (15 weeks @US$1,000/wk) - US$15,000 in Year 6 - US$ 15,000 **Total: US$100,000** *Please see Annex 6 (Technical Consultancies) for details of TORs of contracted parties*
32	This budget is reserved for meeting travel costs associated with delivery of Outputs 4.1 and 4.2, as follows: • Flights, car hire, daily allowance, accommodation, etc. for conservancy and MET staff participating in local and regional exchange programmes and in regional and GWP knowledge sharing platforms (Output 4.1) - US$35,000 • Flights, car hire, daily allowance, accommodation, etc. of visiting international experts (Output 4.1) - US$15,000 • Travel costs (vehicle rental, fuel, accommodation, meals) for stakeholder attendance at inception meeting and introduction meetings (Output 4.2) - US$12,000 • Local travel costs for the monitoring of the project's gender action plan, stakeholder engagement plan and ESMP (Output 4.2) - US$ 22,000 • Local travel costs (DSA, car subsidy, fuel, etc.) of the SESO, PM and PA in implementing outputs 4.1 and 4.2 - US$ 22,000 **Total: US$106,000, distributed across Years 1 to 6**
33	These funds cover the *pro rata* costs of PM who is involved in delivery of Outputs under Component 4, as follows: • Project Manager (37.5% of the salary @ US$3,500 per month) for taking the lead and overseeing the overall monitoring of the project implementation , reporting on monitoring indicators, monitoring project risks, preparing the PIRs, managing and monitoring the implementation of the stakeholder engagement plan, supporting the MTR and TE processes including the hosting of the Inception Workshop. **Total: US$94,500, distributed over Years 1 to 6** *Please refer to Annex 6 (technical consultancies) for a more detailed description of the technical roles and responsibilities of the PM under this Component.*
34	This budget is reserved for contracting local companies/institutions to deliver the following services: • a communications company (appointed on a retainer basis) to draft, produce and distribute communications and information media and materials for the project (Output 4.1) - US$52,000

Budget note #	Comments:
	• a web design company to design and host project website (and other social media fora) (Output 4.1 - note, this could be combined with the communications consultancy) - US$20,000 • an academic institution or NGO (appointed on a retainer contract) to assist with the collation and collection of monitoring data for the project results indicators (Output 4.2) - note, this may include collection/verification of any baseline data - US$30,000 **Total: US$102,000, distributed across Years 1 to 6** *Please see Annex 6 (Technical Consultancies) for details of the TORs of contracted parties*
35	This budget is reserved to cover the Pro rata costs for landline and cell phone usage (cellphone contracts/data and phone calls) for PM, PA and FM in the implementation of Output 4.1 and 4.2. and purchase of data/airtime bundles for Conservancy Trusts to enable remote engagement in knowledge-sharing platforms (especially in the context of potential restrictions on face-to-face meetings or travel in the event of COVID-19 outbreaks)- **Total: US$21,000 distributed over Years 1 to 6**
36	This budget is reserved to cover the cost of Production of publications, print media and electronic media for project communications and mainstreaming (Output 4.1). **Total: US$35,001 distributed over Years 1 to 6**
37	This budget is reserved to cover the cost of procuring laptop, software licenses, hard drive, printer and ISP service for the Project Staff (other than the WC and FCs) to support implementation (Output 4.1 and 4.2) - Total: US$ distributed over years 1 to 6. **Total: US$19,000 distributed over Years 1 to 6**
38	This budget is reserved to cover the costs of convening and enabling participation in workshops, lesson-sharing exchanges and opportunities, and key meetings linked to project M&E and safeguards/gender due-diligence as follows: • Hosting HWC and WC donor coordination meetings @ 2-4 meetings/annum (Output 4.1) - **US$5,000** • Hosting local 'community of practice meetings' @ 6-12 meetings/annum (Output 4.1) - **US$35,000** • hosting 1 regional HWC and 1 national WC symposium during the lifespan of the project (including program development, invitations, selected speakers, field trips, venue hire, catering etc.) (Output 4.1) - **US$70,000** • Costs (logistics, venue, catering, translation, recording, materials etc.) for one consolidated Project Inception meeting and three Project Introduction meetings - one in each hotspot landscape (Output 4.2) - **US$9,000** • Workshops for presentation of the gender strategy and plan, gender sensitivity training for key project stakeholders, and workshops associated with development of the safeguard's management plans or associated training (Output 4.2) - **US$12,000** **Total: 131,000, distributed over Years 1 to 6**
Project Management Costs	
39	Travel costs (DSA, car subsidy/rental, fuel, etc.) of the PM, FM and PA.
40	This budget is reserved to pay the salaries of PMU staff, as follows: • *Pro rata* costs of contractual appointment of the Project Manager (25% of the salary @ US$3,500/month) to perform all general project management, coordination and administration functions (See Annex 6 for details) - US$63,000 • *Pro rata* costs of contractual appointment of the project's Financial Manager (60% of the salary @ US$2,500/month) for carrying out all general financial management and procurement functions See Annex 6 for details) - US$108,000

Budget note #	Comments:
	• Full costs of contractual appointment of a Project Officer (100% of salary @ US$1,200 per month) to provide support to the PMU for general administration, management of logistics, convening of meetings and workshops, etc. (See Annex 6 for details) - US$86,400 Please 6 Annex 6 (Overview of Project Staff and Technical Consultancies) for details **Total: US$257,400 distributed over Years 1 to 6**
41	This budget line is reserved for purchasing office supplies and stationery for the project office. **Total: US$ 12,000, spread over Years 1 to 6**
42	This budget is reserved for contractual appointment of an independent financial auditor to carry out the annual NIM financial audit of the project. **Total: US$18,000, spread evenly over Years 1 to 6**
43	This budget is reserved for insurances, bank charges and some miscellaneous expenses. **Total: US$ 1,077, spread over Years 1 to 6**

X. LEGAL CONTEXT

163. This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Namibia and UNDP, signed on 22 March 1990. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

164. This project will be implemented by the Ministry of Environment, Forestry and Tourism (MEFT) ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

165. The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations or UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

XI. RISK MANAGEMENT

166. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; and (b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

167. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.

168. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.

169. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

    (a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
    (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

170. (a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

    i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
    ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;
    iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
    iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
    v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received

and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

(b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

171. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

172. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

173. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

174. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

175. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

176. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

177. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality. Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

178. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish

or curtail the Implementing Partner's obligations under this Project Document. Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. *Note:* The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

179. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

180. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

181. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

XII. MANDATORY ANNEXES

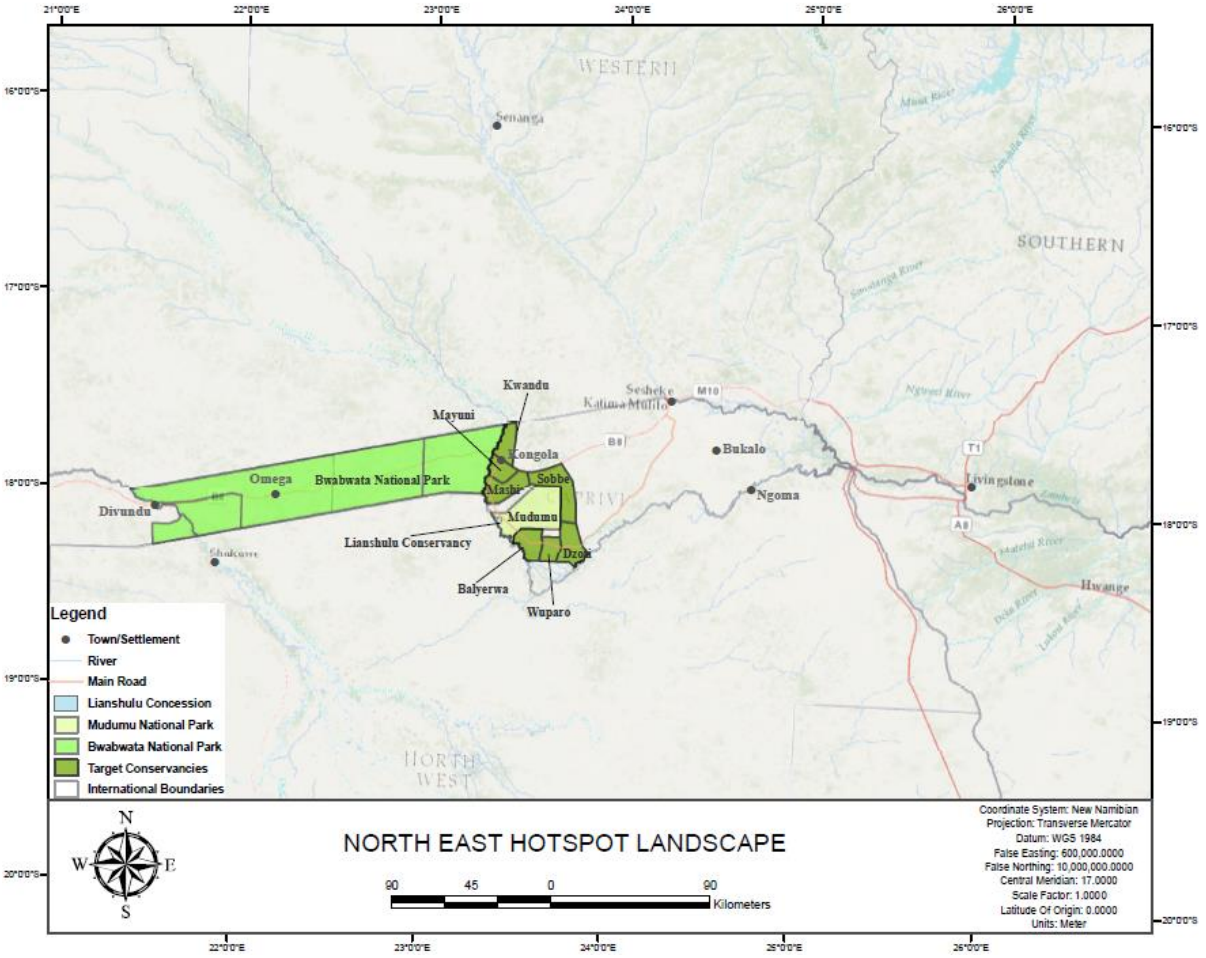
0. GEF Budget Template
1. Project Map and geospatial coordinates of the project area
2. Multiyear Workplan
3. Monitoring Plan
4. Social and Environmental Screening Procedure (SESP)
5. UNDP Risk Register
6. Overview of Project Staff and Technical Consultancies/Subcontracts
7. Stakeholder Engagement Plan - appended separately
8. Environmental and Social Management Framework (ESMF) - incorporating Indigenous People's Planning Framework - appended separately
9. Gender Analysis and Gender Action Plan - appended separately
10. GEF focal area tracking tools (METT) - appended separately
11. Letters of co-financing commitment - appended separately
12. Partner Capacity Assessment (PCAT) and HACT Micro-Assessment - appended separately
13. UNDP Project Quality Assurance (PQA) Report - appended separately
14. COVID-19 Risk/Opportunity Analysis and Action Framework - appended separately
15. Climate Risk Assessment - appended separately
16. GEF Core Indicator Worksheet - appended separately
17. GEF Taxonomy Sheet - appended separately
18. Indicative Procurement Plan - appended separately

Annex 0: GEF Budget Template

Appended separately

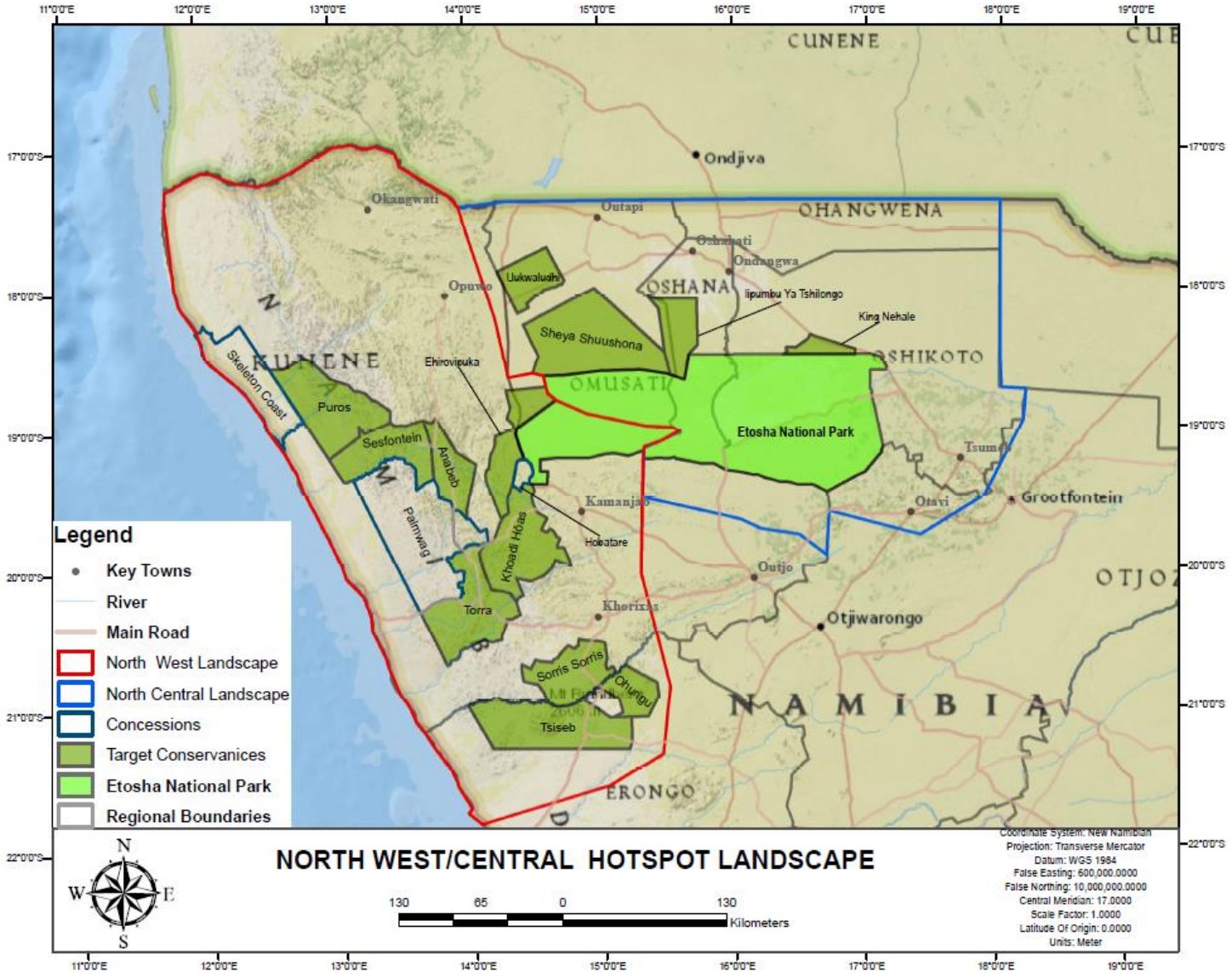
Annex 1: Project maps and geospatial coordinates of project sites[63]

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



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

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



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

Project Hotspot Landscape	Site	Geolocation data (central point-location)	Administrative region	Area Km²	Pop.
North-West (Kunene)	Purros Conservancy	18°45'00"S; 12°55'00"E	Kunene	3,562	1,167
	Sesfontein Conservancy	19°07'08"S; 13°37'02"E	Kunene	2,465	1,835
	Palmwag Concession	22°36'35"S; 14°32'16"E	Kunene/Erongo	5,828	-
	Anabeb Conservancy	19°08'00"S; 13°44'00"E	Kunene	1,570	1,498
	Torra Conservancy	20°24'50"S; 14°00'22"E	Kunene	3,493	1,333
	ǂKhoadi -//Hôas Conservancy	19°51'03"S; 14°07'59"E	Kunene	3,364	5,083
	Sorris Sorris Conservancy	20°59'00"S; 14°47'00"E	Kunene	2,290	950
	Ohungu Conservancy	20°48'00"S; 15o13'00"E	Erongo	1,211	1,316
	Tsiseb Conservancy	21°48'06"S; 14°25'21"E	Erongo	7,913	2,636
	Ehi-Rovipuka Conservancy	19°04'00"S; 14°22'00"E	Kunene	1,980	1,426
	Hobatere Concession	19°33'26"S; 14°37'01"E	Kunene	258	-
North-Central (Etosha)	Etosha National Park	15°05'56"S; 16°11'03"E	Omusati/Oshana	22,270	-
	Uukwaluudhi Conservancy	17°47'00"S; 16°32'00"E	Omusati	1,437	980
	Sheya Shuushona Conservancy	18°20'00"S; 15°11'00"E	Omusati	5,066	3,551
	Ipumbu Ya Tshilongo Conservancy	18°05'44"S; 15°00'24"E	Oshana	1,548	2,464
	King Nehale Conservancy	18°14'44"S; 16°39'30"E	Oshikoto	5,069	508
North-East	Bwabwata National Park	18°09'59°S; 21°58'13"E	Kavango East/Zambezi	6,274	5,500
	Mudumu National Park	18°00'06˝S; 23°00'36˝E	Zambezi	737	-
	Lianshulu Tourism Concession	18°06'57"S; 23°23'18"E	Zambezi	-	-
	Kwandu Conservancy	17°44'32"S; 23°20'05"E	Zambezi	190	3,872
	Mayuni Conservancy	17°51'00"S; 23°21'50"E	Zambezi	151	2,598
	Sobbe Conservancy	17°52'00"S; 23°42'00"E	Zambezi	404	1,085
	Dzoti Conservancy	18°16'00"S; 23°50'00"E	Zambezi	287	2,029
	Wuparo Conservancy	18°14'39"S; 23°41'06"E	Zambezi	148	1,027
	Balyerwa Conservancy	18°21'37"S; 23°57'00"E	Zambezi	223	1,307
	Mashi Conservancy	17°59'10"S; 23°17'50"E	Zambezi	287	2,431

Note: Details of management structure, Gazettement Notices, conservancy profile, maps, game count data, brochures and contact details for each conservancy can be accessed on the website of the Namibian Association of CBNRM Support Organizations (NACSO): http://www.nacso.org.na/conservation-and-conservancies

Annex 2: Multi Year Work Plan

Outcomes	Outputs	Activities	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5				YEAR 6			
			Q1	*Q2*	*Q3*	*Q4*	*Q1*	*Q2*	*Q3*	*Q4*	*Q1*	*Q2*	*Q3*	*Q4*	*Q1*	*Q2*	*Q3*	*Q4*	*Q1*	*Q2*	*Q3*	*Q4*	*Q1*	*Q2*	*Q3*	*Q4*
Outcome 1: Improved capacities to prevent, mitigate and respond to HWC incidents	*1.1 Staff, train and equip national WC management center and three regional HWC response management units*	Design, equip, operationalize, and maintain a HWC monitoring and information system																								
		Implement a database management training program for HWC CU staff																								
		Populate the HWC database with validated HWC reports																								
		Equip 3 regional HWC management units																								
		Implement a HWC training program for regional HWC management unit staff																								
		Implement an early warning communications system (to alert communities in advance of problem animals) in the hotspot landscapes																								
		Develop and implement a communications and extension support service in																								

Outcomes	Outputs	Activities	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5				YEAR 6			
			Q1	*Q2*	*Q3*	*Q4*	*Q1*	*Q2*	*Q3*	*Q4*	*Q1*	*Q2*	*Q3*	*Q4*	*Q1*	*Q2*	*Q3*	*Q4*	*Q1*	*Q2*	*Q3*	*Q4*	*Q1*	*Q2*	*Q3*	*Q4*
		the hotspot landscapes																								
	1.2 Implement HEC preventative measures in local conservancies	Upgrade and rehabilitate village water infrastructure																								
		Build elephant proof enclosures around water infrastructure																								
		Construct elephant-friendly water points																								
	1.3 Implement HPC preventative measures in local conservancies	Train, equip and deploy a corps of Human Predator Conflict (HPC) rangers																								
		Construct and maintain crocodile-proof enclosures, and alternative water sources																								
	1.4 Implement targeted HWC monitoring and research to guide the development and implementation of HWC management plans	Collar, and monitor the movements of, individual predators and elephants																								
		Develop and pilot an automated real-time information sharing system for collared predators and elephants																								
		Coordinate the implementation of land use and zonation plans as																								

Outcomes	Outputs	Activities	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5				YEAR 6			
			Q1	*Q2*	*Q3*	*Q4*	*Q1*	*Q2*	*Q3*	*Q4*	*Q1*	*Q2*	*Q3*	*Q4*	*Q1*	*Q2*	*Q3*	*Q4*	*Q1*	*Q2*	*Q3*	*Q4*	*Q1*	*Q2*	*Q3*	*Q4*
		a viable approach to address chronic HWC																								
		Conduct cost-benefit analyses of alternative HWC measures																								
		Prepare and implement Conservancy HWC management plans																								
Outcome 2: Combating wildlife crime and protecting wildlife populations	*2.1 Enhance operational capacities of the WPS anti-poaching staff and APUs*	Implement and maintain a training program for APU staff																								
		Equip APU staff																								
		Field test anti-poaching technologies																								
		Develop SOPs for management of wildlife crime scenes																								
		Install and upgrade APU communications infrastructure and equipment																								
		Develop a networked WC intelligence system for APUs																								
	2.2 Address critical gaps in the monitoring and research of high risk, high value wildlife populations	Conduct aerial census of elephant and rhino populations																								
		Monitor, and collate data, on population																								

Outcomes	Outputs	Activities	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5				YEAR 6			
			Q1	*Q2*	*Q3*	*Q4*	*Q1*	*Q2*	*Q3*	*Q4*	*Q1*	*Q2*	*Q3*	*Q4*	*Q1*	*Q2*	*Q3*	*Q4*	*Q1*	*Q2*	*Q3*	*Q4*	*Q1*	*Q2*	*Q3*	*Q4*
		dynamics and movement patterns of rhino and elephant populations																								
Outcome 3: Growth in the wildlife-based economy of local conservancies	*3.1: Improve community benefits from wildlife-based tourism, and related business enterprises*	Design, establish administer a micro-grant facility to support wildlife-based tourism, and related enterprise development, in the hotspot landscapes																								
	3.2 Improve skills of conservancy members to obtain employment in wildlife-based tourism, and related business enterprises	Identify and prioritize critical employee skills gaps in individual conservancies																								
		Identify suitable trainee candidates, and facilitate access to relevant training programs for candidates																								
	3.3 Develop and pilot opportunities to diversify conservancy income streams	Pilot the implementation of a local voluntary biodiversity offsets programme																								
		Support the local development and implementation of a conservation performance system (under the WCS)																								

Outcomes	Outputs	Activities	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5				YEAR 6			
			Q1	*Q2*	*Q3*	*Q4*	*Q1*	*Q2*	*Q3*	*Q4*	*Q1*	*Q2*	*Q3*	*Q4*	*Q1*	*Q2*	*Q3*	*Q4*	*Q1*	*Q2*	*Q3*	*Q4*	*Q1*	*Q2*	*Q3*	*Q4*
		Support the branding and marketing of community-based products and services																								
		Support the hosting of fund-raising events, functions and campaigns																								
Outcome 4: Enhanced knowledge sharing, monitoring and evaluation of HWC and WC management measures	*4.1 Enhance WC and HWC knowledge sharing*	Host HWC and WC donor coordination meetings																								
		Collate, curate and update and disseminate knowledge management products and materials																								
		Host informal dialogues and formal information-sharing sessions																								
		Facilitate information-sharing exchange trips and visits																								
		Host a national/regional WC and HWC symposium																								
	4.2 Maintain a project-based M&E system, incorporating gender mainstreaming	Host a Project Inception workshop and regional project introduction sessions																								

Outcomes	Outputs	Activities	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5				YEAR 6			
			Q1	*Q2*	*Q3*	*Q4*	*Q1*	*Q2*	*Q3*	*Q4*	*Q1*	*Q2*	*Q3*	*Q4*	*Q1*	*Q2*	*Q3*	*Q4*	*Q1*	*Q2*	*Q3*	*Q4*	*Q1*	*Q2*	*Q3*	*Q4*
	and social safeguards	Prepare full ESIA and ESMP for project																								
		Collect and collate monitoring data on project performance																								
		Host Project Board meetings																								
		Develop and maintain project website																								
		Conduct MTR and TE																								

Annex 3: Monitoring Plan

This Monitoring Plan and the M&E Plan and Budget in Section VI of this project document will both guide monitoring and evaluation at the project level for the duration of project implementation.

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
PROJECT OBJECTIVE: *To incentivise wildlife conservation through proactive management of human-wildlife conflict and wildlife crime, and delivery of wildlife-based benefits to rural communities in selected hotspot landscapes*	GEF Mandatory Indicator 1: Number of direct project beneficiaries disaggregated by gender (individual people)	MT: 2,100 EOP: 4,520	Estimated number of individuals who will be directly involved in the project, and derive benefits from it (training, grants, mentoring, access to water, employment, etc.). Conservative estimates have been agreed with project stakeholders during PPG consultations.	Register of direct project beneficiarie	Monthly	PMU (WCM for Components 1 and 2 and PM for Components 3 and 4)	PIR Training and mentoring records Employment data Grant reports Project quarterly reports	Assumption: Direct project beneficiary data will be collated and regularly maintained by the PMU
	GEF Mandatory Indicator 2: Number of indirect project beneficiaries disaggregated by gender (individual people)	EOP: 18,100	Estimated number of individuals who are not directly connected with the project but will still benefit from it. This could be other members of the community or from the area or family members of the participants. Conservative estimates have been agreed with project stakeholders during PPG consultations.	Stakeholder (community and institutional) consultations	End of project	PMU (WCM for Components 1 and 2 and PM for Components 3 and 4)	Register of direct project beneficiaries PIR	Risk: Number of indirect beneficiaries will be difficult to estimate by project stakeholders, leading to unreliable and unverifiable project data on indirect project beneficiaries
	GEF Mandatory Indicator 3: Terrestrial protected areas created or under improved management for conservation and sustainable	EOP: 2,289,740 (METT score = 64)	Extent of PAs being targeted for project-support. Baseline METT scores for each targeted PA (please refer to Annex 10 for detailed METTs): Etosha NP: 61 Bwabwata NP: 63 Mudumu NP: 64	GEF 7 METT template Core Indicator Worksheet	Mid-term and EOP	PMU (WCM) DWNP	METT report MET and DWNP Annual Reports	Assumption: Improvements in the METT score will be modest, as project support is limited to improving only the anti-poaching capacities in the parks.

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
	use (ha) (average METT score and total ha)							Risk: The inability of parks to retain own income streams (from e.g. tourism) may limit the financial sustainability of GEF improvements to the anti-poaching capabilities of the parks.
	GEF Mandatory Indicator 4: Area of landscapes under improved practices (excluding protected areas) (total ha)	MT: 310,000 EOP: 711,000	Project target covers the total extent of the project-supported communal conservancies	Project reports Core Indicator Worksheet	Mid-term and EOP	PMU (WCM for Components 1 and 2 and PM for Components 3 and 4)	MEFT/NASCO Annual Report (State of Community Conservation in Namibia)	Assumption: Project-supported conservancies continue to actively participate in the project
	Project Objective Indicator 5: Percentage (%) of conservancy members in project conservancies who support the continued conservation and sustainable management of wildlife in conservancies	MT: >50 EOP: >60	The overall success of the project will be measured by an improvement in the number of people who actively support the ongoing conservancy status of communal land (and by implication, perceive that they benefit from its existence).	Surveying community 'support' (sub-sample of individuals/ households) for the ongoing use of communal land as a conservancy. A simple, objective and confidential questionnaire will be developed and administered by the PMU.	Project inception, Mid-term and EOP	PMU (SESO)	Survey results MEFT/NASCO Annual Report (State of Community Conservation in Namibia)	Risk: Communities may be suspicious of intent of questionnaire and not answer question/s honestly.

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
Project Outcome 1: *Improved capacities to prevent, mitigate and respond to HWC incidents*	<u>Indicator 1:</u> Average number/annum of validated HWC incidents per project-supported conservancy	MT: <98 EOP: <90	Number of HWC incidents reported and investigated, and a claim submitted (in accordance with the procedures in the *HWC Measures and Guidelines*). Indicator and targets are aligned with *MEFT Strategic Plan* (2018-2022)	Each incident report is given a unique number and logged onto the national HWC database	Continuous	MEFT (HWC database manager)	Original HWC Investigation and Claim Forms National HWC database MEFT/NASCO Annual Report (State of Community Conservation in Namibia)	Assumption: All legitimate HWC incidents occurring in project-supported conservancies will be reported, investigated, validated, assigned a number and incorporated into the national HWC database.
	<u>Indicator 2:</u> Average response time (hours) to reported HWC incidents across project-supported conservancies	MT: <36 EOP: <24	Average time taken for a conservancy ranger or MEFT officer to be on site in response to a report of an HWC incident	Time calculated from HWC Investigation Form (difference between 'date and time of incident' and 'date and time of investigation')	Continuous, with quarterly collation of data	MEFT (regional HWC management unit) MEFT HWC database manager) Conservancy ranger Conservancy Committee	HWC Investigation Forms National HWC database	
	<u>Indicator 3:</u> Number of approved Conservancy HWC management plans under implementation	MT: 2 EOP: 5	Number of conservancy HWC management plans that conform to the requirements of the *HWC Measures and Guidelines*, approved by the conservancy committee and MEFT, and whose implementation is being monitored and reported on.	NA	As approved	PMU (WCM)	MEFT/NASCO Annual Report (State of Community Conservation in Namibia) Record of conservancy and MEFT approval.	Assumption: MEFT and the conservancy committees have established formal mechanisms for receiving, reviewing and approving conservancy HWC management plans
Project Outcome 2:	<u>Indicator 1:</u> Percentage (%) reduction (from baseline) in the	MT: 10 EOP: 15	From a baseline of 57 rhinos and 26 elephants poached in 2019.	Poaching incident reports	Continuous, with monthly	MEFT (WPS and IIU) NAMPOL (APUs) NDP (APUs)	MEFT statistics, Annual Reports and reports to Parliament	None

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
Combating wildlife crime and protecting wildlife populations	total number of elephants and rhinos poached per annum in the hotspot landscapes		Indicator and targets are aligned with *MEFT Strategic Plan* (2018-2022).		collation of data			
	<u>Indicator 2:</u> The number of successful arrests and prosecutions of poachers, as a proportion (%) of the total number of rhino and elephant poaching incidents in the hotspot landscapes	MT: 60 EOP: 70	The key outcome of on-the-ground anti-poaching efforts is successful criminal prosecution.	Poaching incident reports, arrest reports and prosecution case reports	Continuous, with monthly collation of data	MEFT (WPS) NAMPOL Ministry of Justice	Wildlife crime case reports	Assumption 1: There is good multi-agency cooperation - involving police, customs, environmental authorities, FIUs, prosecutors, and other relevant agencies - in combating wildlife crimes in Namibia. Assumption 2: Vulnerabilities in the legal supply chain for wildlife crimes are not being enabled by corruption, fraud, and inadequate regulation.
	<u>Indicator 3:</u> Population (total number) of elephant and black rhino populations in the hotspot landscapes	MT: >4000 (elephant) and >2,100 (rhino) EOP: >4000 (elephant) and >2,200 (rhino)	Project target is that, by EOP, the elephant population remains stable and the rhino population increases by 10%	Population surveys, including aerial surveys, transect counts and event book data	At least once every 5 years	MEFT (DWNP)	National Elephant and Rhino Surveys	Risk: Population surveys may not be undertaken at project end. Population surveys may exclude part (or all) of the hotspot landscapes. Population data may have to be estimated/extrapolated from the most recent survey data.

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
Project Outcome 3: *Growth in the wildlife-based economy of local conservancies*	Indicator 1: Total number of conservancy members (disaggregated by gender) directly employed by/in wildlife-based businesses in project-supported conservancies	MT: 800 (M=565; F=235) EOP: 885 (M=581; F=304)	Monitoring improvements (from a baseline of 748) in direct employment opportunities[64] for conservancy members. Indicator and targets are aligned with *MEFT Strategic Plan* (2018-2022).	Conservancy-based employment survey Regional/local censuses	Mid-term and EOP	Conservancy Committees PMU (PM)	Census data Survey data Annual Conservancy Reports Annual Report (State of Community Conservation in Namibia)	Assumption: Tourism demand remains stable or improves over the course of the project. Risk: Employers continue to give employment preference to male employees
	Indicator 2: Total value of income per annum in conservancies from the wildlife-based economy in project-supported conservancies (in N$)	MT: 145,518,900 EOP: 171,495,990	'Income' indicates cash income received as payment for wildlife-based goods or services, either by organizations or individuals. At baseline (2018/2019), the total income for the project-supported conservancies is estimated at N$119,541,809 per annum. Targets are not adjusted for CPI and are in NAD (due to the vagaries of the USD: NAD exchange rate).	Annual financial statements of the conservancies	Annually	Conservancy Committees	Annual Report (State of Community Conservation in Namibia)	Assumption: Tourism demand remains stable or improves over the course of the project. Risk: Conservancies do not prepare their financial statements timeously and/or are subject to a qualified audit outcome
	Indicator 3: Percentage (%) of project-supported conservancies generating enough returns to: (i) cover operational	MT: (i) 40 and (ii) 25 EOP: (i) 50 and (ii) 35	The indicator measures the percentage of conservancies who generate enough income to cover their operating costs and the percentage conservancies who cover their costs AND have enough income for redistribution to	Annual financial statements of the conservancies	Annually	Conservancy Committees	Annual Report (State of Community Conservation in Namibia)	

[64] Direct employment includes community-owned/managed SMMEs.

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
	costs from own income; and (ii) provide benefits to members		members in the form of benefits[65]. Indicator and targets are aligned with *MEFT Strategic Plan* (2018-2022).					
	Indicator 4: Total number of individuals (disaggregated by gender and youth) from project-supported conservancies completing formal skills training courses and/or accreditation.	MT: 35 (M=15; F=20; Y=30) EOP: (M=25; F=35; Y=50)	Skills training institutions must be accredited by the Namibian Qualifications Authority (NQA). Training courses must align with the National Qualification Framework (NQF) levels (1-10). Learners completing a training courses must be awarded NQA credits.	Training records	Continuous, with quarterly collation of data	PM (PM and PA)	Project training database Conservancy Reports PIR	Assumption: Conservancy Committees apply objective, transparent criteria in the selection of suitable conservancy members for training and skills development support Risk: Selected conservancy members do not complete the training/skills development courses
Project Outcome 4 *Enhanced knowledge sharing, monitoring and evaluation of HWC and WC management measures*	Indicator 1: Total number of case studies/best practice knowledge management products developed and disseminated through GWP and other knowledge-	MT: >3 EOP: >10	Knowledge management products may include documentation, software, systems, social media, presentations, e-learning, etc.	Project reports	Continuous, with quarterly collation of records	PMU (PM)	Project knowledge management database PIR Project quarterly reports	None

[65] The long-term national objective is that the proportion of conservancy income paid out as benefits to members (i.e. after own costs have been met) will eventually rise to an average of 30% or more.

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
	sharing platforms							
	<u>Indicator 2:</u> Total number of informal dialogues and formal information-sharing sessions hosted per annum in the hotspot landscapes	MT: >6 EOP: >12	Target hosting at least 4 dialogues and/or information sharing sessions (1 per quarter) in each of the hotspot landscape.	Register of informal dialogues and information-sharing sessions	Continuous, with quarterly collation of data	PMU (PM and SESO)	Project knowledge management database PIR Project quarterly reports	Assumption: There is sustained interest and participation in information and knowledge sharing platforms/ opportunities
	<u>Indicator 3:</u> Total number of individuals (disaggregated by gender) participating in knowledge-sharing opportunities	MT: 100 (M=65; F=35) EOP: 350 (M=210; F=140)	Knowledge sharing opportunities will include professional exchange programmes, mentoring initiatives and participation in national, regional and global HWC/ WC meetings	Project reports	Continuous, with quarterly collation of data	PMU (PM)	Project knowledge management database PIR Project quarterly reports	

Annex 4: Social and Environmental Screening Procedure (SESP)

Project Information

Project Information	
1. Project Title	Integrated approach to proactive management of human-wildlife conflict and wildlife crime in hotspot landscapes in Namibia
2. Project Number	PIMS 6303
3. Location (Global/Region/Country)	Namibia

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the Project mainstreams the human-rights based approach

One of the core outcomes of this project is to reduce the incidence of human wildlife conflict (HWC) and generate economic benefits for communities from wildlife-related enterprises. HWC causes economic displacement, loss of property, and sometimes injury and loss of life for rural communities living adjacent to protected areas and in community conservancies, while economic benefits for communities both increase wellbeing and sustainability of conservation and environmental protections.

The human rights approach will also be mainstreamed through efforts to build a diversified and vibrant wildlife-based economy, through which communities will be empowered to engage in innovative business partnerships that deliver adequate benefits to offset the costs of living with wildlife. The project will catalyze the development of wildlife-based tourism and ancillary businesses and other job opportunities created through landscape restoration activities, and engagement as natural resource monitors. In the medium-term, the project will build resilience in community livelihoods and community-based natural resource management while the global economic effects of the COVID-19 pandemic reduce tourism.

The Project follows approaches set out in the National Policy Human Wildlife Conflict Management and the National Policy on Community Based Natural Resource Management, and therefore assists the Namibian State in promoting the rights of the Namibian people to live 'free from fear', and 'free from want,' which are among the core principles of the UN Charter on Human Rights. The project seeks to do this by promoting integrated, proactive and socially inclusive approaches to addressing the interlinked issues of human-wildlife conflict and wildlife crime, in which stakeholders from across the socio-economic spectrum to participate in planning, decision-making and knowledge exchange

Engagement processes will build on existing institutional frameworks that have legitimacy and credibility and that take local customary norms into due consideration. The project will establish a multi-stakeholder HWC-WC knowledge platform through which stakeholders can engage in local-level monitoring and evaluation, awareness raising and lesson sharing at local, regional and global levels – this will ensure that communities living in conservancies and in lands neighboring protected areas (who are among some of the most marginalized in Namibia)are given a voice.

Following risks identified in the pre-SESP, the PPG has included the development of an Environmental and Social Management Framework (ESMF), Stakeholder Engagement Plan, Gender Action Plan and an Indigenous Peoples Planning Framework (IPPF), to ensure that there is meaningful participation and inclusion of all stakeholders. Within the first 6 months of the project an Environmental and Social Impact Assessment, Environmental and Social Management Plan and Indigenous Peoples Plan will be developed, and a Project-level Grievance Redress Mechanism will be put in place. These plans will form a framework for implementation and monitoring through the project with quarterly reports and annual project implementation reports (PIRs), including evaluations for the mid-term review (MTR) and terminal evaluation (TE). There will be an ongoing process of feedback from monitoring and evaluation into the project implementation methodology within the Project Management Unit (PMU).

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

The project places great emphasis on ensuring adequate and equitable representation of women, who are critical agents of change in efforts to address HWC and wildlife crime, given the customary roles they play in natural resource management, agricultural production and other engendered roles that place them at high risk of coming into conflict with wild animals. Women often also bear the brunt of social ramifications and economic displacement that comes from community involvement in wildlife crime. To ensure that the project design and activities fully incorporate and reflect the views and needs of women and provide opportunities for women and girls to benefit from their involvement, a gender analysis was undertaken by a gender specialist during the PPG phase. A Gender Action Plan has been developed as a result of the analysis, and gender-disaggregated targets and indicators have been included within the project results framework under the wildlife-economy and knowledge-sharing components, with dedicated budget allocated to ensure that they are monitored throughout the project lifespan.

Briefly describe in the space below how the Project mainstreams environmental sustainability

The overriding objective of the project is to ensure that Namibia's critical wildlife populations – especially threatened and competitive-edge species (such as desert-adapted black rhinoceros) - and their habitats are adequately protected and managed both now and in the future, and are able to generate benefits for the people of the country through well-informed, environmentally sustainable use. The project will contribute to reducing the threats to these natural

resources by enabling the development and implementation of science-based, species-specific management plans that will enable strategic, adaptive management of these populations. A key component of implementing these plans will be ensuring that their effectiveness is monitored. Environmental sustainability will also be mainstreamed through the development of biodiversity-compatible alternative land -uses and livelihood opportunities linked to biodiversity-based value chains, and the development of best-practices for predator-friendly farming. To ensure that all possible risks to environmental sustainability are identified and addressed, the project has produced an ESMF during the PPG phase, and will undertake an ESIA and produced an ESMP during the first 6 months of implementation. The Environmental and Social Impact Assessment (ESIA) and Environmental and Social Management Plan (ESMP) will also take into consideration impacts and vulnerabilities (both social and environmental) that might arise from the impacts of the COVID-19 pandemic, particularly in relation to linkages between the illegal trade in wildlife and vulnerability to zoonotic disease transmission, the implications of the expected economic downturn on the capacity of government to address HWC and wildlife crime, and the need to re-build the ecotourism sector and strengthen its longer-term resilience to future shocks and disturbances.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses). If no risks have been identified in Attachment 1 then note "No Risks Identified" and skip to Question 4 and Select "Low Risk". Questions 5 and 6 not required for Low Risk Projects.*	**QUESTION 3: What is the level of significance of the potential social and environmental risks?** *Note: Respond to Questions 4 and 5 below before proceeding to Question 6*			**QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?**
Risk Description	***Impact and Probability (1-5)***	***Significance (Low, Moderate, High)***	***Comments***	***Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.***
Risk 1: Indigenous peoples including vulnerable groups might not engage in, support, or benefit from project activities. (Principle 1: q4, q6; Principle 3: Standard 6: 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.9)	I = 4 P = 3	**High**	Indigenous peoples are present in the three implementation landscapes (refer to page 3 of the Indigenous Peoples Planning Framework, or page 14 of the Environmental and Social Management Framework) though only in larger numbers in the north east (Bwabwata National Park)	As the project is overall High risk, an **ESMF** has been prepared (Annex 8), covering all risks. Per the ESMF, this risk and all others will be further assessed through an ESIA at the start of implementation, leading to the preparation of an ESMP. In order to safeguard indigenous peoples specifically, an **Indigenous Peoples Plan (IPP)** will be formulated for the project, as part of the ESIA/ESMP process, guided by the **Indigenous People's Planning Framework (IPPF)** that has been developed during the PPG. The comprehensive **Stakeholder Engagement Plan** will take account of factors noted above, including the use of appropriate language, engagement of youth and use of

				consultation. **Free, prior and informed consent (FPIC) consultations** must be carried out for certain project activities. (Also refer to the Project Indigenous Peoples Planning Framework (IPPF) in Annex 8 for more details).
Risk 2: Local governments and community associations might not have the capacity to implement and/or coordinate project activities successfully. (Principle 1: q5)	I = 3 P = 3	**Moderate**	Note that a number of project outcomes and outputs address capacity within government and community institutions regarding HWC, prevention of wildlife crime and benefits to communities from conservation.	This risk has been addressed through project design, though will be further assessed during the **ESIA/ESMP** (along with all other risks). Under Outputs 1 and 3, the project will **assess potential partner capacity** before activities commence and mitigate any shortfalls in capacity through capacity building, technical support and/or redesign of activities. Partner capacity levels will be assessed before activities commence (baseline) and will be re-assessed during implementation in the Mid-Term Review and Terminal Evaluation.
Risk 3: Poorly-informed or executed project activities could damage critical habitats and change landscape suitability for threatened species. (Standard 1)	I = 4 P = 2	**Moderate**	In particular, grazing and agricultural practices, and to a lesser extent tourism, may pose a risk to certain habitats.	Per the ESMF, an Environmental and Social Impact Assessment (**ESIA)** will examine this issue further, and the Environmental and Social Management Plan (**ESMP)** will describe the required measures for SES compliance to be undertaken by the Project Management Unit (PMU) and partners, as appropriate, during the project implementation. Additionally, the Project will observe the established regulatory framework for monitoring and assessing such risks, for example the Environmental Management Act (2007).
Risk 4: Project activities and approaches might not fully incorporate or reflect views of women and girls and ensure equitable opportunities for their involvement and benefit. (Principle 2: q2, q4)	I = 3 P = 2	**Moderate**	While Namibia has taken multiple steps to reduce gender inequality at national and local levels, ensuring equitable opportunities for women remains a challenge.	The project will follow the **ESMF**, **Stakeholder Engagement Plan** and **Gender Action Plan** - in line with all national policies on gender - to ensure the inclusion of women and girls in the Project's activities. The **Project's Social and Environmental Safeguards Officer**'s duties will include monitoring of gender issues. The **Gender Action Plan** will be reviewed and, if necessary, adjusted during the annual project implementation reports (PIRs).
Risk 5: Anti-poaching patrols could pose safety risks to local communities if enforcement officers are not properly trained, managed or overseen. (Principle 1, q8; Standard 3: 3.1, 3.9)	I = 4 P = 3	**High**	Due to a high rate of poaching of key species in previous years, which has now been reduced, a significant anti-poaching unit presence remains in many areas. Anti-poaching enforcement is carried out by a combination of staff of the MEFT,	The ESMF (including IPPF) and subsequent ESIA and ESMP will address safety risks to local communities. Consultations with communities on the risks of anti-poaching patrols and engagement with anti-poaching activities will included in the **ESIA** process. Additionally, the **Grievance Redress Mechanism** design will take into account accessibility, protection

			Namibian Defence Force (NDF) and Namibian Police Force (NAMPOL).	and participation for community members. The ESMP will describe measures to increase cooperation and communication and **ensure human rights training** to SES standards.
Risk 6: Anti-poaching patrols could face safety risks during encounters with poachers. (Principle 1, q8; Standard 3, 3.1)	I = 4 P = 4	**High**	While Namibia has largely avoided violent encounters seen with anti-poaching activities in some other African countries, it remains a risk.	The project will consult with MEFT and key APU staff to ensure the Project **mitigates safety risks to APUs through projects activities including the provision of equipment and training**. These consultations will be primarily carried out during the ESIA and ESMP preparation phases, and actions to address this risk will be described in the ESMP.
Risk 7: Increased enforcement and new approaches to HWC/WC could change current access to PAs, buffer zones and resources, potentially leading to economic displacement and/or changes to property rights. (Principle 1: q3; Standard 1: 1.3; Standard 5: 5.2, 5.4)	I = 3 P = 3	**Moderate**	As in most African countries, competition for land and differing approaches to land management is increasingly an issue in Namibia, which affects both protected areas and communal land.	Per the ESMF, the **ESIA** and **ESMP** will define the management measures for this risk. Project staff, with the support of MEFT and other stakeholders, will monitor and consult on any changes to land use and enforcement resulting from project activities, before they are implemented, incorporating suitable mitigation measures wherever possible. It should be noted that Namibia has extensive experience with participatory community-based natural resource management approaches, and displacement or substantive rights changes are very unlikely within Project activities.
Risk 8: Project outcomes will be vulnerable to potential impacts of extreme climatic stresses (low rainfall, high temperatures) (Standard 2: 2.2)	I = 3 P = 3	**Moderate**	Namibia, while receiving recent good rainfalls, has experienced years of drought. As an arid country, unpredictable rainfall patterns can be expected.	The **ESIA** will assess activities for impact and sustainability within Namibia's national context, including its arid climate. The **ESIA** will describe requirements and recommendations which will be formulated by the **ESMP** into project activities. Furthermore, the Project Steering Committee and project team will utilise the expertise of MEFT and local partners to ensure the Project's activities are sustainable.
Unidentifiable risks from the not-yet-defined pilot activities and changing economic, health and travel circumstances related to COVID-19 which may trigger risks under Standard 3 on Community Health, Safety and Working Conditions.	I = 2 P = 2	**Low**	Due to pilot activities (for example Output 3.3) that will be defined during project implementation, and with COVID-19 global pandemic related economic, health and travel impacts, Project risks may emerge during implementation (after the ESIA and ESMP are completed)	Quarterly reports, annual project implementation reports (PIRs), and the mid-term review (MTR) will screen for additional risks that develop during project implementation. Any additional risks identified will be added to monitoring, and mitigation measures designed by the Project Management Unit (PMU) and consultants as required, in discussion with the Project Steering Committee and UNDP Country Office.

				Annex 14 also describes **COVID-specific risk-management measures for ensuring biosecure implementation procedures**

Summary of risk avoidance and mitigation actions:
As the project is High risk with potential downstream (Outcomes 2 and 3) impacts, an Environmental and Social Impact Assessment (ESIA) will be formulated for the field-level activities. The ESIA will inform the development of the required Environmental and Social Management Plan (ESMP), guided by the Environmental and Social Management Framework (ESMF) which has been developed during the PPG. Both will be produced within the first 6 months of project implementation.

During the PPG, this screening (SESP) has been revised based on further assessments and on information, consultations and research gathered in the course of the development of the project. This information has informed the development of an ESMF, IPPF, Stakeholder Engagement Plan and Gender Action Plan.

The Indigenous Peoples Planning Framework (IPPF) will guide the development of an IPP in line with Standard 6 requirements within the first 6 months of the project. The IPP will form a sub-component of the ESMP and overall actions, may require input from a different specialist to the ESMP, though may also be a stand-alone document linked to the ESMP if exceptional circumstances demand it. As only preliminary free, prior and informed consent (FPIC) was completed (given the constraints of time, and travel restrictions towards the end of the PPG period), further FPIC consultations will be needed to ensure IPP development. FPIC would then be continued during project implementation, following the measures summarized in the ESMF and in the IPP that is prepared alongside the subsequent ESMP.

In summary the following plans have been prepared during the PPG phase to meet SES requirements:

- Environmental and Social Management Framework
- Stakeholder analysis and comprehensive Stakeholder Engagement Plan
- Gender analysis and Gender Action Plan
- Indigenous Peoples Planning Framework

The subsequent measures to be put into place during the first 6 months of the Project implementation include:

- Environmental and Social Impact Assessment
- Environmental and Social Management Plan
- Indigenous Peoples Plan (annexed to or within the ESMP)
- Grievance Redress Mechanism (see ToR in the Environmental and Social Management Framework)

QUESTION 4: What is the overall Project risk categorization?

Select one (see SESP for guidance)		Comments
Low Risk	☐	
Moderate Risk	☐	
High Risk	**X**	The Project includes activities with potential significant adverse social impacts among potentially affected communities. Avoidance and mitigation of these risks will be undertaken through management plans, monitoring and evaluation.

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?

Check all that apply		Comments
Principle 1: Human Rights	X	The ESMF/ESMP, IPPF/IPP, Gender Action Plan and Stakeholder Engagement Plan all contribute to realizing human rights and mitigating associated challenges. Add the GRM
Principle 2: Gender Equality and Women's Empowerment	X	The project has drafted a Gender Action Plan, and gender issues are cross cutting through other management plans.
1. Biodiversity Conservation and Natural Resource Management	X	An ESMF has been produced during the PPG Phase, which will lead to an ESIA and ESMP to avoid or mitigation biodiversity and NRM risks.
2. Climate Change Mitigation and Adaptation	X	The ESIA and ESMP will mitigate for climate associated risks.
3. Community Health, Safety and Working Conditions	X	The ESMP, Stakeholder Engagement Plan and IPP will mitigate or avoid risks for Community Health, Safety and Working Conditions (including those related to transmission of the COVID19 disease, or its impacts). The GRM also provides a way for community members to express concerns regarding project activities.
4. Cultural Heritage	☐	
5. Displacement and Resettlement	X	The ESIA and ESMP will define the management measures for this risk.
6. Indigenous Peoples	X	An IPPF has been developed during the PPG Phase, which will lead to an IPP complimenting the ESMP, alongside the GRM.
7. Pollution Prevention and Resource Efficiency	☐	

Final Sign Off

Signature	***Date***	***Description***
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

Annex 5: UNDP Risk Register

Overall project risks:

#	Description	Risk Category	Risk assessment Probability & Impact	Risk Treatment / Management Measures	Risk Owner
1	A downturn in tourism to Namibia due to the global impacts of the Covid-19 pandemic	Financial	Limits the interest of the private sector in investing in new lodge JVs in conservancies and diminishes benefits for communities of living with wildlife P = 4 I = 5 Risk level = HIGH (See Annex 14 for further analysis of this risk)	The project will seek to contribute to, and align its efforts to mitigate this risk with, the implementation of Namibia's *Covid-19 Economic Recovery Plan,* which has been developed to mitigate the negative impacts on the country's broader economy; the *Conservation Relief, Recovery and Resilience Facility* set up by the MEFT to provide emergency support to community conservancies; and the *Strategy to Rebuild Namibia's Tourism Sector* (under development). While the project cannot specifically mitigate against the short-term impact of international and regional travel restrictions on the tourism sector, it will support community-based tourism enterprises in the hotspot landscapes to implement the relevant *UNWTO Recommendations to Mitigate the Impact of Covid-19 on Tourism* through its disbursement of the Low Value Grants in Output 3.1, and will invest in diversification of income streams in community conservancies and build the skills and capacities that equip people to enter the broader market-place (Output 3.2) The project will only work in those areas where a prospective private sector partner still considers it viable to invest in a 'build and operate' (or build-operate-transfer) lodge-type facility post the Covid-19 outbreak. It will then support the targeted conservancy to create the enabling environment for this private sector investment and to optimize the short and long-term benefits for the community from the construction and operation of the JV lodge. The project will further seek to buffer communities against over-reliance on income from tourism by developing and piloting alternative income-generation streams such as a biodiversity-offsets programme with the local mining sector (under the corporate social responsibility framework), and a 'conservation performance system' under the framework of the Wildlife Credits Scheme (Output 3.3)	MEFT
2	Extreme climatic stresses (low rainfall, high temperatures) (See Annex 15 for further details)	Social and Environmental	Extreme weather conditions force communities to illegally settle and graze in the conservancy core wildlife zones. This leads to	The project was developed during a period of extreme drought across Namibia. These drought conditions have led to: (i) significant short-term changes in the movement of elephants, and the home ranges of predators; and (ii) substantive livestock losses and crop failures by subsistence farmers in the project landscapes.	Conservancy Committees Conservancy members

			damage-causing predators and elephants encroaching deep into human settlements in their search for food and water, resulting in increased number and intensity of incidences of HWC, retaliatory killing and poaching. Increased heat stress and droughts increase water scarcity (and conflicts) and undermines capacity of communities to sustain livelihoods P = 3 I = 4 Risk level = SUBSTANTIAL	Project outputs and activities have thus targeted GEF support to communities living in those conservancies within the project planning domain that are most impacted by the effects of drought as a result of increased HWC, increased poaching and loss of income from agriculture. This support will include: (i) improving the capacity of the MEFT to respond timeously to local incidences of HWC, and to provide direct HWC extension support to affected communities; (ii) speeding up the processes for farmer HWC claims from the HWCRS; (iii) upgrading and rehabilitating elephant proof water supply facilities in villages; (iv) developing alternative elephant-friendly water points for elephants; (v) increasing the reach of the 'lion ranger' programme; (v) instituting a more efficient and cost-effective lion early warning system in communities; (vi) improving the state of knowledge on the changes in movements and behavior of lions and elephants in response to drought conditions; (vii) facilitating the further development and expansion of wildlife-based livelihood and employment opportunities (new lodge JVs, key skills development, specialist training); and (viii) developing new income-generating activities for conservancies (biodiversity offsets, fund-raising, conservation performance partnerships, branding and marketing and new events and functions) The fundamental premise underpinning the project approach is that wildlife will only be conserved if the net benefits to communities and landowners of living with wildlife, or engaging in its conservation, outweigh the net costs. It is envisaged that the cumulative benefits of these project outputs and activities (and other complementary activities from the baseline investments) could provide sufficient net benefit to communities and thus act as enough of an incentive for communities to actively monitor and enforce the extent and scale of illegal activities (grazing, clearing for agriculture, settlements, poaching, mining, etc.) occurring in the core wildlife movement corridors of these conservancies.	
2	The ongoing presence of COVID-19 disrupts implementation	Environmental and Social	An upsurge in infections and tightening of measures to contain the spread of the disease may disrupt ability to carry out field work and stakeholder engagements (especially in vulnerable communities) due to risks posed to community health, safety and working conditions P = 2	Mitigation measures include: • Development of a project-specific COVID-19 Risk Dashboard to monitor incidence of the disease, partner capacity to fulfil obligations to the project, vulnerability of target communities and to track direct, indirect and induced impacts that may influence implementation • Develop a set of protocols for ensuring biosecure project implementation and risk thresholds at which the project will adapt its operations according to the protocols • Ensure that appropriate capacity and communications infrastructure is in place to facilitate remote work and virtual consultations where this becomes necessary to avoid risks to health and safety. (See Prodoc Annex 14 for details)	

			I = 4 Risk level = MODERATE		
4	Social and environmental safeguard risks under Principle 1 (Human Rights), and Principle 3, standards 3 (Community Health, Safety and Working Conditions), and 6 (Indigenous Peoples) - as identified through the project's SESP, (see Annex 4) are rated as moderate or high	Environmental and social	I= 5 P = 3 Risk level = SUBSTANTIAL	The project has undertaken the prescribed screening for Environmental and Social Safeguard Risks and has developed an ESMF which described the further risk assessments that must be undertaken during implementation. Immediately after inception, the project will appoint an independent safeguards expert to: • Carry out an Environmental and Social Impact Assessment (EISA) • Develop an Environmental and Social management Plan (ESMP), which will incorporate an Indigenous People's Plan (IPP) and any other activity-specific management plans as identified during the ESIA • Develop a project-level Grievance Redress Mechanism • Conduct relevant consultations to obtain the Free, Prior and Informed Consent (FPIC) of affected communities • Train the PMU staff. Key government counterparts and other relevant stakeholders on safeguards-related issues and implementation of the project's safeguards risk management instruments Dedicated budget has been provided to appoint, on a part time basis, a Safeguards Officer (SESO) who will support the PMU by overseeing implementation of the safeguards management plans. Monitoring safeguards risks and recommending adaptive measures where necessary.	MEFT UNDP
5	The Government does not commit adequate financial resources and human resource capacities to fulfil its mandated roles and responsibilities for managing HWC and combatting wildlife crime in the project hotspot areas.	Financial Organizational Political	The sustainability of project investments is compromised. There is an increasing government dependency on external sources of financial support to fulfil their mandate of effectively mitigating HWC and combating WC. P = 2 I = 4 Risk level = MODERATE	The project outputs have been identified, and project activities developed, in close collaboration with the MEFT (particularly the DWNP) in order to incrementally build on the existing foundation of financial resources and institutional capacities in the responsible government institutions. Careful attention has been paid in project design to aligning the project outputs and activities with complementary baseline investments and initiatives that are supporting the government in the management of HWC and combatting of wildlife crime (including GPTF funded projects and programmes, the CWCP, the NamParks programme, CCFN initiatives, IWPP, CBNRM Conservancy Support initiatives, TOSCO-funded projects, national communications and awareness-raising campaigns and NGO-funded initiatives) in the project hotspot areas. The project will also support MEFT in hosting regular HWC and WC donor (and their implementing CBO/NGO) coordination meetings to ensure the ongoing complementarity of investments and activities, avoidance of duplication and overlaps, sustainability of investments and government commitments to scale up effective interventions.	MEFT NAMPOL NDF

6	Extreme climatic stresses (low rainfall, high temperatures) (See Annex 15 for further details)	Social and Environmental	Extreme weather conditions force communities to illegally settle and graze in the conservancy core wildlife zones. This leads to damage-causing predators and elephants encroaching deep into human settlements in their search for food and water, resulting in increased number and intensity of incidences of HWC, retaliatory killing and poaching. Increased heat stress and droughts increase water scarcity (and conflicts) and undermines capacity of communities to sustain livelihoods P = 3 I = 4 Risk level = SUBSTANTIAL	The project was developed during a period of extreme drought across Namibia. These drought conditions have led to: (i) significant short-term changes in the movement of elephants, and the home ranges of predators; and (ii) substantive livestock losses and crop failures by subsistence farmers in the project landscapes. Project outputs and activities have thus targeted GEF support to communities living in those conservancies within the project planning domain that are most impacted by the effects of drought as a result of increased HWC, increased poaching and loss of income from agriculture. This support will include: (i) improving the capacity of the MEFT to respond timeously to local incidences of HWC, and to provide direct HWC extension support to affected communities; (ii) speeding up the processes for farmer HWC claims from the HWCRS; (iii) upgrading and rehabilitating elephant proof water supply facilities in villages; (iv) developing alternative elephant-friendly water points for elephants; (v) increasing the reach of the 'lion ranger' programme; (v) instituting a more efficient and cost-effective lion early warning system in communities; (vi) improving the state of knowledge on the changes in movements and behavior of lions and elephants in response to drought conditions; (vii) facilitating the further development and expansion of wildlife-based livelihood and employment opportunities (new lodge JVs, key skills development, specialist training); and (viii) developing new income-generating activities for conservancies (biodiversity offsets, fund-raising, conservation performance partnerships, branding and marketing and new events and functions) The fundamental premise underpinning the project approach is that wildlife will only be conserved if the net benefits to communities and landowners of living with wildlife, or engaging in its conservation, outweigh the net costs. It is envisaged that the cumulative benefits of these project outputs and activities (and other complementary activities from the baseline investments) could provide sufficient net benefit to communities and thus act as enough of an incentive for communities to actively monitor and enforce the extent and scale of illegal activities (grazing, clearing for agriculture, settlements, poaching, mining, etc.) occurring in the core wildlife movement corridors of these conservancies.	Conservancy Committees Conservancy members
7	Poor capacity for governance and/or financial management in conservancies	Financial Operational Organizational	May result in financial loss, or inequitable distribution of conservancy income, to communities living in conservancies, and insufficient resources committed to addressing	Several systems are already in place to mitigate this risk: - The MEFT has established Standard Operating Procedures for the good governance of registered conservancies and can deregister a conservancy if it fails to comply with this SOP. - The MEFT and NASCO conduct annual audits of all conservancies. - At conservancy AGMs, management committee elections are held, annual budgets and financial statements are reviewed and approved and decisions on other key issues are made.	Conservancy Committees Conservancy members MEFT

			HWC and WC in conservancies. P= 2 I = 4 Risk level = MODERATE	- Conservancy management committees receive extensive administrative and technical support and training from NGO's/CBOs (e.g. IRDNC, WWF, NNF). - More recently conservancies are even starting to deal with poor governance issues through clusters, each with a cluster coordinator (administered by IRDNC), or through regional associations. While the project will need to work closely with the conservancy management committees, it will independently administer, review and audit the grant facility in Output 3.1 to further reduce any financial mismanagement issues.	
8	A sharp increase in poaching of high value wildlife species by syndicates	Operational Organizational	This rapid increase could overwhelm Namibia's wildlife crime management capacity P = 3 I = 3 Risk level = MODERATE	A considerable investment in Namibia's domestic wildlife criminal justice institutions - along with strong collaborative partnerships with NGOs, donors, private sector and communities - has improved the country's capacity to enforce, investigate and prosecute wildlife crimes. This is reflected in the drop in rhino poaching incidents in Namibia to 41 individuals killed in 2019, compared with nearly 72 during the same period last year. However, criminals adapt when things get difficult; an increasing range of species are now being targeted, more sophisticated tools and approaches are being developed, new areas are constantly being sought and sophisticated criminal syndicates continue to operate across borders. Further, predictions suggest that poaching is also likely to escalate – at least in the short-term – as a result of the downturn in tourism and other impacts of the Covid-19 crisis. This project will contribute to building the wildlife crime capacity in Namibia by strengthening one of the weak links in the wildlife criminal justice system - the operational capacities of the MEFT's Wildlife Protection Services – in the targeted hotspot landscapes. It will also improve collaboration and cooperation with neighboring countries in countering trans-boundary wildlife crime syndicates.	MEFT (WPS) NAMPOL (APUs) NDF (APUs) Conservancy Committees

Annex 6: Overview of Technical Consultancies

Consultant/Rate	Time Input	Tasks, Inputs and Outputs
Project Staff		
Local / National contracting (Service contracts)		
Project Manager (PM) Contract type: SC Rate/cost: US$3,500 pm **Total: US$252,000** *See Budget Notes 24, 33 & 40*	*72 months (6 years)*	Full-time appointment. *The Project Manager (PM) will have overall responsibility for the management of the project, including the mobilization of all project inputs; supervision over project staff, consultants, and sub-contractors; liaison with all government agencies, UNDP, NGO and CSO partners, and other donor agencies providing co-financing; and all standard project management and coordination functions. The PM will also be directly responsible for overall technical backstopping and ensuring of technical quality of technical outputs under Components 3 and 4 (see below). The Project Manager will report to the National Project Director within the Implementing Agency, and in will report on a periodic basis to the Project Board, as required.* <u>Duties and Responsibilities: Project Management and Co-ordination</u> • Supervise and coordinate the work of all project staff, consultants and sub-contractors, ensuring timing and quality of all outputs in line with the approved Project Document • Plan the project activities, prepare, and maintain a detailed project workplan, monitor project performance, and exercise adaptive management as appropriate to ensure delivery of the project outcomes, in line with Board-approved tolerances and thresholds for minor and major amendments as set by UNDP-GEF • Monitor risks (including environmental and social safeguard risks), regularly update the project's Risk Register and ensure that appropriate risk management measures are put in place • Take lead responsibility for preparation of the annual PIR, and oversee and ensure timely production, quality and dissemination of all key project reporting instruments Including the Inception Report, quarterly progress reports, annual PIR, and any other reports as may be required by the National project Director, the GEF, UNDP, GWP and other oversight agencies • Manage requests for the provision of UNDP financial resources through funding advances, direct payments or reimbursement using the FACE form • Working closely with the Finance Manager/Officer, monitor financial resources to ensure compliance with the approved (Prodoc) budget and annual budgets, oversee production of quarterly and annual financial reports, and take overall responsibility for accuracy and reliability of the project's accounting system. • Provide support for completion of assessments required by UNDP, GEF or the GWP. • Undertake project spot checks and audits. <u>Duties and Responsibilities: Delivery of Technical Outputs (Component 3)</u> *Under this Component the PM will be responsible for technical oversight and quality assurance in the delivery of Outputs 3.1 - 3.3, in particular:* • Working with field-based support of the Field Coordinators and contracted parties, assist targeted conservancies to identify viable wildlife-based tourism enterprise opportunities; identify prospective private-sector partners and lead liaison with these to broker effective JV partnerships; identify the critical activities required to create the enabling environment for development of

Consultant/Rate	Time Input	Tasks, Inputs and Outputs
		viable wildlife-based enterprises (Output 3.1); and collaborate with the private sector partners operating in conservancies in the region to help reintegrate retrained employees, or hire new graduates from the training programme under (Output 3.2) • working in close liaison with the contracted Business Facilitator, make technical inputs to development of the voluntary biodiversity offsets programme with the mining sector, to ensure that its design is based on the best-available information, will achieve critical conservation outcomes and is compliant with the Business and Biodiversity Offset Programme Standard on Biodiversity Offsets[66] or other industry best practices; and, working in close liaison with the NGO/service provider contracted to support development of the 'conservation performance system, under the Wildlife Credits Scheme, ensure full alignment with Principle 3, Standard 1 (on biodiversity conservation and sustainable natural resource management) in the UNDP SES Policy (Output 3.3) • take lead responsibility for management of technical aspects of the Low-Value Grants Scheme, including: setting up the independent mechanism through which grant applications will be reviewed and selected for support; assisting with setting the technical criteria for monitoring performance and delivery of results under the Low-Value Grants scheme (Output 3.3); and, together with the Field Coordinators, provide technical backstopping to grantees, Document lessons learnt and techncial best-practices from the implementation of Outputs 3.1 – 3.3 and make recommendations to the Project Board for more effective implementation of activities under Outcome 3, if appropriate. Duties and Responsibilities: Delivery of techncial Ouputs (Component 4): • Take lead responsibility for monitoring project performance against the M&E Plan, collating all project monitoring information, and technical quality assurance of all project monitoring data and reports • Support execution of all activities under Output 4.1 and 4.2 by managing personnel, goods and services, training and grants, including drafting terms of reference and technical work specifications, and taking responsibility for technical quality assurance of outputs. • Oversee the implementation of the gender action plan, knowledge management plan, stakeholder engagement plan, and any environmental and social safeguard risk management plans, and ensure that their implementation is consistent with delivery of the project's technical outcomes • Support the Mid-term Review and Terminal Evaluation process and take lead responsibility (with support of the Project Assistant) to collate the document packs to be provided to the evaluation consultants • Work with project partners, donor organizations, NGOs and other groups to ensure technical accuracy of the project's M&E and KM outputs and activities. • Make technical inputs to local, regional and global knowledge-sharing platforms and events, inlcuding those convened by GWP • Collate the technical lessons learned during implementation of Component 4 and prepare techncial briefs/case studies for dissemination via appropriate platforms • Provide Secretariat services (with assistance of the Project Assistant) to the Project Board
Financial Manager Contract type: SC	*72 months (6 years)*	Full-time appointment. *With guidance from the National Project Director, and under direct supervision of the Project Manager, the Financial Manager will carry out the following financial management and accounting tasks:*

[66] Available at: http://bbop.forest-trends.org/pages/guidelines

Consultant/Rate	Time Input	Tasks, Inputs and Outputs
Rate/cost: US$2,750pm **Total: US$180,000** *See Budget Notes 24 & 40*		Duties and Responsibilities: General Financial Management, Procurement and Administration • Keep records of project funds and expenditures and ensure all project-related financial documentation is well maintained and readily available when required by the Project Manager. • Review all project expenditures and ensure that use of funds complies with GEF Recommended Minimum Fiduciary Standards governing use of GEF Resources, the approved TBWP in the Prodoc, and relevant Government financial rules and procedures. • Support the development of annual budgets and work-plans, and other operational and financial planning processes • Review annual budgets and project expenditure reports and notify the Project Manager if there are any discrepancies or issues. • Manage all payment requests against project budgets and work plans, and follow-up on timely disbursements by the UNDP CO. • Validate and certify FACE forms before submission to UNDP. • Contribute to the preparation and implementation of progress and financial reports. • Maintain data on co-financing commitments to the project using the required templates and ensure that all relevant financial data is supplied for the MTR and TE. • Provide necessary financial information as and when required for project management decisions. • Provide all necessary financial information for and coordinate the annual financial audit of the project. • Assist in all procurement and recruitment processes, and manage payments to all service providers *Reporting to the Project Manager, the Financial Manager will also be responsible for the financial administration, management and monitoring of project's Low Value Grants Facility, under Output 3.1.* Specific Duties and Responsibilities relating to Component 3 • Develop administrative and financial guidelines, procedures and templates for adminstration of the grants facility. • Prepare informational material for conservancies and their JV partnetrs seeking financial support under the grants facility. • Participate in finanical evaluaionand review of grant aplications, authorise grants, draft grant agreements with selected grantees and monitor financial compliance. • Review financial performance reports of grants. • Maintain a detailed record of grant agreements issued and disbursements to grantees. • Maintain proper auditable documentation with adequate detail about the processed grants. • Work with external auditors to prepare for the annual audit of the grants facility.
Project Assistant (PA) Contract type: SC Rate/cost: US$1,200 pm **Total: US$86,400** *See Budget Note 40*	*72 months (6 years)*	*Full-time appointment.* *Working under the direct supervision of the project Manager, the Project Assistant/Officerwill carry out the following tasks:* Duties and Responsibilities • Assist the Project Manager in day-to-day administration and oversight of project activities and maintaining relationships with key project stakeholders. • Provide all PMU-related administrative and logistical assistance and support the PM in provision of Secretariat services to the Project Board. • Assist in the preparation and distribution of project progress reports, all documentation required for Project Board and other meetings (such as the Inception Workshop, Introductory Meetings, and collation of the document packs for the MTR and TE. • Ensure all project documentation (progress reports, consulting and other technical reports, minutes of meetings, etc.) is properly collated and maintained in hard and electronic copies in an efficient and readily accessible filing system and respond to request for information when required by PB, TAC, UNDP, project consultants and other PMU staff.

Consultant/Rate	Time Input	Tasks, Inputs and Outputs
		• Receive, screen and distribute all project correspondence. • Maintain the project equipment inventory. • Assist the Project Manager in matters related to M&E and knowledge resources management. • Coordinate the implementation of the stakeholder engagement plan. • Assist in the logistical organization of stakeholder meetings, training and workshops. • *Prepare agendas and arrange field visits, appointments and meetings both internal and external related to the project activities and write minutes from the meetings.* • *Provide other PMU-related administrative and logistical assistance.*
Wildlife Conservation Manager (HWC) Contract type: SC Salary/rate: US$2,725 per month **Total: US$196,200** *See Budget Note 3 & 15*	*72 months (6 years)*	Full-time appointment. *The Wildlife Conservation Manager (who will work under the direct supervision of the Project Manager) will provide professional support and overall techncial backstopping and direction for delivery of all outputs in the specialist areas of Human Wildlife Conflict (Component 1) and Wildlife Crime (Component 2), especially anti-poaching enforcement, and the management of high risk high value wildlife populations. TheWildlife Conservation Officer will also supervise the work under these Components of the three Field Coordinators and contracted service providers.* <u>Duties and Responsibilities</u> • Plan the activities required for delivery of all outputs under Components 1 and 2, and monitor performance against the overall project workplan • Ensure alignment of project activities and outputs with Namibia's Revised Naitonal Policy on HWC Management (2108 - 2027), and its associated Measures and Guidelines for Implementation, as well as local, regional and global best-practices in the fields of HWC and WC • Oversee the implementation of all outputs and activities including drafting terms of reference, setting techncial work specifications, selecting and appointing contractors and consultants, procuring goods and services, and monitoring works. • Provide technical advisory support in relation to HWC and WC to the project partners and all contracted service providers, including those responsible for delivery of services and products under <u>Output 1.1</u> (establishment of a national HWC information centre, with capacity to operate it effectively); <u>Outputs 1.2</u> and <u>1.3</u> (installation of measures and technologies to avoid human-elephant and human-predator conflict and reduce damage to infrastructure and livestock/people); <u>Output 1.4</u> (monitoring of potentially damage-causing predators and elephants and development and implementation of HWC management plans); Output <u>2.2</u> (strengthened caapacity for anti-poaching and wildlife crime forensics); and <u>Outcome 2.2 (</u>science-based monitoring and management of high-risk, high-value species). • Oversee and provide techncial direction to the work of the Field Coordinators located in each of the 3 hotspot landscapes. • Contribute to the preparation of the Project Implementation Review/Annual Project Report (PIR/APR), inception report, technical reports, quarterly financial reports for submission to UNDP, the GEF, other donors and Government Departments, as required. • Undertake revisions to the implementation program and strategy for Components 1 and 2 , based on mid-term evaluation results, and make recommendations for adapative management at any time as may be necessary. • Assist the Project Manager with liaison with project partners, donor organizations, NGOs and other groups active in the fields of HWC and WC, to ensure effective coordination of the project's outputs and activities with related/parallel interventions. • Take lead responsibility for documenting technical lessons learnt and best practices from the implementation of <u>Components 1 and 2</u> and ensure effective disseminationthrough appropriate platforms/channels, inlcuding those facilitated by the Global Wildlife Programme

Consultant/Rate	Time Input	Tasks, Inputs and Outputs
		• Perform other techncial support or advisory tasks related to HWC and WC as may be requested by the Project Manager
Field Coordinators - FCs Contract type: SC Rate/costs: US$2,000pm **Total:US$432,000 (US$144,00 each)** *See Budget Notes 3, 15, and 24*	*72 months (6 years)*	Full time appointment, 3 positions *The Field Coordinators will work under the direct supervision of the Wildlife Conservation Officer, to provide field-based technical support in each of the three hotspot landscapes for delivery of outputs under Components 1, 2 and 3. to the direct implementation of all activities undertaken in Component 1 (HWC), Component 2 (Wildlife Crime) and Component 3 (Wildlife Economy).* Duties & Responsibilities Under **Component 1 (Human Wildlife Conflict),** the Field Coordinators will: • Support the establishment and operationalisation of the regional MEFT HWC management units ; coordinate development and implementation of 'train the trainer' HWC courses for the regional MEFT HWC management unit staff,; and facilitate development and maintenance of a HWC communications and extension advisory services to conservancies in the region (Output 1.1) • Support the establishment, implementation and maintenance of early-warning communications systems to conservancies and conservancy members; help plan and provide operational oversight to all activities under Output 1.2 and 1.3 relating to water infrastructure (elephant and crocodile-proofing), including monitoring construction and maintenance activities being undertaken in and around villages in the region; • Oversee and support the expansion of the lion ranger programme, including training and equipping additional Human Predator Conflict rangers in the region (Output 1.3). • Support the field-testing of: (i) an automated real-time communications system for predator movements; (ii) the efficacy of different HWC measures; (iii) the enforcement of spatial land use plans in areas of chronic HWC; (iv) provide technical support to the collaring, and monitoring the movements of, elephants and predators in the region; and (v) Provide technical inputs into the development of conservancy HWC management plans (Output 1.4). Under **Component 2 (Wildlife Crime),** the Field Facilitators will: • Support the establishment, staffing, training and operationalistion of MEFT APUs in the region; the design, installation and maintenance of: (i) anti-poaching communications infrastructure and equipment for regional APUs; and (ii) a wildlife crime intelligence system for regional APUs; and support the field testing and evaluation of: (i) specialised anti-poaching equipment in the region; (ii) forensic wildlife crime scene kits for regional APUs; and (iii) a wildlife crime intelligence system in the region (Output 2.1) • Provide technical backstopping to rhino and elephant population surveys undertaken in the region; and support for collaring, and monitoring the movements of, elephants and predators in the region (Output 2.2) Under **Component 3 (Wildlife Economy)**, the Field Facilitators will: • In association with the Project Manager, work with conservancy committees and private sector tourism partners in the region to help identify: (i) viable wildlife-based tourism enterprise opportunities; (ii) prospective JV private sector partners for these tourism enterprises; and (iii) the critical activities required to create the enabling environment for the development of a viable tourism enterprises (Output 3.1). • Facilitate the iwork of the NGO/entity cntracted to identify critical employee skills gaps in individual consultancies in the region; and assist communities and conservancies in the region to identify suitable conservancy members to partcipate in skills development, training and/or mentoring programmes (Output 3.2).

Consultant/Rate	Time Input	Tasks, Inputs and Outputs
		• Provide support to targeted conservancies of the region in the implementation of grant funding from the project for JV initiatives; and carry out field-based monitoring of implementation of the small grants (Output 3.3) The Field Facilitators will also play an important role in maintiniang good relations with HWC, WC, CBNRM and nature-based torusim stakeholders in the project's traget landscapes.
Technical Assistance to the PMU		
Local / National contracting		
Social and Environmental Safeguards Officer (SESO) Contract Type: NC Rate/cost: US$750/week **Total: US$72,000** *See Budget Note 31*	*96 weeks over 6 years (averaged at 16 weeks per year)*	*Part-time consultancy support* *Duties and Responsibilities* • Monitor progress in the development and implementation of the project ESIA and ESMP ensuring that UNDP SES policy is fully met, and the reporting requirements are fulfilled. • Oversee/develop/coordinate implementation of all safeguard-related plans. • Ensure social and environmental grievances are managed effectively and transparently in accordance with the project's GRM • Review the SESP annually, and update and revise corresponding risk log; mitigation/management plans as necessary. • Ensure full disclosure with concerned stakeholders. • Ensure environmental and social risks are identified, avoided, mitigated and managed throughout project implementation. • Coordinate and monitor progress in implementation of the project Gender Action Plan to ensure that targets are fully met, and the reporting requirements are fulfilled. • Review the Gender Action Plan annually, and update and revise corresponding management plans as necessary.
National Mid-Term Evaluation Consultant Contract type: NC (short-term) Rate/cost: $1,000 per week **Total: US$13,000** *See Budget Note 31*	*13 weeks over 4 months in Year 3*	*The standard UNDP/GEF project mid-term evaluation TOR will be used. This will include:* • Supporting the mid-term evaluation. • Assisting the international mid-term evaluation specialist in order to assess the project progress, achievement of results and impacts. • Supporting the drafting of the mid-term evaluation report and discussing it with the project team, government, UNDP and the WB GWP team. • As necessary, participating in discussions to extract lessons for UNDP, WB GWP and GEF.
National Terminal Evaluation Consultant Contract type: NC (short-term) Rate/cost: $1,000 per week **Total: US$15,000** *See Budget Note 31*	*15 weeks over 4 months in Year 5*	*The standard UNDP/GEF project mid-term evaluation TOR will be used. This will include:* • Supporting the Terminal Evaluation. • Assisting the international Terminal Evaluation specialist in order to assess the project progress, achievement of results and impacts. • Supporting the drafting of the Terminal Evaluation report and discussing it with the project team, government, UNDP and the WB GWP team. • As necessary, participating in discussions to extract lessons for UNDP, WB GWP and GEF.

Consultant/Rate	Time Input	Tasks, Inputs and Outputs
Professional Auditor Rate/cost: $3,000 per year **Total: US$18,000** *See Budget Note 42*	*Annual service, for 6 years*	A professional service provider to carry out the annual finacial audit of the project, in accordance with standard auditing rules and procedures
International/Regional Contracting		
International Mid-Term Evaluation Specialist Contract type: IC Rate/cost: US$3,100 per week Total: US$ 22,000 *See Budget Note 30*	*7 weeks over 3 months in Year 3*	*The standard UNDP/GEF project mid-term evaluation TOR will be used. This will include:* • Leading the mid-term evaluation. • Working with the local mid-term evaluation consultant in order to assess the project progress, achievement of results and impacts. • Developing the draft mid-term evaluation report and discussing it with the project team, government, UNDP and the WB GWP team. • As necessary, participating in discussions to extract lessons for UNDP, WB GWP and GEF.
International Terminal Evaluation Specialist Contract type: IC Rate/cost: US$3,100 per week for 8 weeks **Total: US$25,000** *See Budget Note 30*	*8 weeks over 3 months in Year 5*	*The standard UNDP/GEF project mid-term evaluation TOR will be used. This will include:* • Leading the Terminal Evaluation. • Working with the local Terminal Evaluation consultant in order to assess the project progress, achievement of results and impacts. • Developing the draft Terminal Evaluation report and discussing it with the project team, government, UNDP and the WB GWP team. • As necessary, participating in discussions to extract lessons for UNDP, WB GWP and GEF.
External service providers for delivery of techncial outputs		
Consultants/Professional Services		
Local / National contracting		
Database Administrator Specialist Contract type: NC $1,000 per week **Total: $48,000** *See Budget Note 1*	48 weeks *8 weeks in Year 1, 14 weeks each in years 2 and 3, and 12 weeks in Year 4*	Support updating, management and maintenance of the HWC database and mentor staff in the MEFT HWC Coordination Unit in its use (Output 1.1); *focused database management training to take place in Years 1 (Q4), 2 (Q3 and 4) with follow up in Year 4 (Qs 3 and 4)*

Consultant/Rate	Time Input	Tasks, Inputs and Outputs
Specialist legal adviser Contract type: Professional service Rate/cost: US$500 per day/ US$2,500/wk **Total: US$30,000** *Budget Note 11*	20 days per year over 3 years (3, 4 and 5)	Contractual appointment on a retainer contract of a specialist legal advisor to support conservancies in enforcing conservancy land-use zonation plans as a means of addressing chronic HWC (Output 1.4). *Work to commence at the end of Year 3 (Q4) and extend through Years 4 and 5*
Business Facilitator Contract type: NC Rate/cost: US$1,000/week **Total: $45,000** *Budget note 22*	45 weeks in Years 3 (10 weeks), 4 (20 weeks) and 5 (15 weeks)	Under Component 3, a local expert will be appointed to work with the Ministry of Mines and Energy, local conservancies and private sector mining companies to develop and pilot a voluntary biodiversity offsets programme (Output 3.1). *Appointment of service provider at start of Year 3 (Q1), with inputs in Years 4 and 5; piloting of programme to run till Year 6 (Q2)*
Companies/NGOs/Consortia - Local/National Contracting		
Integrated technology systems company National **Total: $45,000** *Budget Note 4*	The company will be required under Component 1 to design, develop and install the systems architecture for the HWC M&E information system (Output 1.1.). *The work will commence in Q4 of Year 1, with development of the system focused in Year 2. There may be ongoing maintenance and refinement requirements in later years*	
Water infrastructure/ construction company(ies) **Total: US$460,000** *Budget Note 4*	The services of two or more local construction companies (preferably local SME contractors) with experience in installation of water infrastructure (and associated power supply, and water reticulation systems) will be required to deliver outputs under Component 1, as follows: • develop the standardized design and specifications of, and estimate the materials, bills of quantities, time and labour costs for, the water infrastructure (and associated power supply and water reticulation) in targeted villages; elephant proof installation around water infrastructure; and, elephant-friendly water points (Output 1.2) - **$35,000** *; Year 1, starting Q3* • procure, install/construct the water infrastructure and reticulation equipment, elephant-proof barriers, and elephant-friendly water points in targeted villages (Output 1.2) - **$290,000;** *Years 2, 3 and 4 (ending Q2)* • procure materials, construct/install, and develop the standards for, crocodile-proof enclosures, and the associated water supply installations for livestock, in three demonstration sites in the NE region (Output 1.3) - **US$35,000;** *Commence Year 2 (Q1), end Year 5 (Q2)* Note: consultancies will be consolidated wherever practical in order to reduce procurement burden	
Wildlife monitoring and tracking company(ies) or academic institution (s)or NGO (s)	The services of one or two wildlife monitoring and tracking company(ies), or academic/research institution(s) or NGO(s) will be required to deliver outputs under Components 1 and 2 as follows: *(i)* Procure and install satellite tracking collars and GPS on selected predators (Output 1.4, *Budget Note 4*) - **US$145,000**; *start Year 2 (Q3), end Year 4 (Q3)*	

Consultant/Rate	Time Input	Tasks, Inputs and Outputs
Total: US$575,000 *Budget notes 4 and 16*	*(ii)*	Procure and install satellite tracking collars and GPS on selected elephants and rhinos (Output 2.2, *Budget Note 16*) - **US$110,000**; *start Year 2 (Q3), end Year 4 (Q3)*
	(iii)	Develop, install and support the administration of an automated tracking system which monitors and records real-time information on the movements of collared predators (Output 1.4, Budget note 4 **- US$110,000**), elephants and rhinos (Output 2.2, Budget Note 16) - **US$210,000;** *Start year 3 (Q1), end Year 6 (Q2)*
	Note: where practical, consultancies should be consolidated to reduce procurement burden	
Aerial survey Company **Total: US$138,000** *Budget Note 16*	The aerial survey company to provide plane and pilot services to the Parks staff who will do the technical work, to conduct the aerial census of elephants and rhinos in Years 2 and 5.	
Research organization with experience in HWC **Total: US$105,000** *Budget Note 4*	The services of a research organization/NGO with experience in the field of HWC will be required to deliver the following outputs under Component 1:	
	(i)	Conduct a cost-benefit analysis of alternative HWC mitigation measures for elephants and predators (Output 1.4) - $45,000; *Start Year 2 (Q1), end Year 3 (Q2)*
	(ii)	Support selected conservancies to develop and implement local HWC management plans (Output 1.4) - $65,000; Years 3 and 4 (Q2 to Q2); *Years 5 and 6 (Q2 to Q2)*
	Note: where practical, consultancies should be consolidated to reduce procurement burden	
Anti-poaching/surveillance technology company **Total: US$80,000** *Budget Note 16*	An anti-poaching technology supply company or NGO will be required under Component 2 to support APUs in selection and field-testing of alternative anti-poaching surveillance and detection technologies (Output 2.1) *Appoint Year 3 (Q1), with inputs required through to end of Yr 4.*	
CBNRM company/NGO to assist with implementation of small-grants scheme **Total: US$135,000** *Budget note 25*	The project will appoint a suitably experienced CBNRM NGO/company under Component 3 to:	
	(i)	Assist the PMU with reviewing applications for grant funding, supporting beneficiary conservancies and monitoring and reporting on implementation of the awarded grants (Output 3.1) - $40,000
	(ii)	Identify and prioritize (through a consultative process) skills and capacity gaps of individual employees in targeted conservancies; identify prospective training service providers and facilitate access to formal training, accreditation and or mentoring opportunities (Output 3.2) - $35,000
	(iii)	Assist local tourism partners and conservancies in further developing, and increase income streams form, the conservation performance system under the Wildlife Credits Scheme (Output 3.3) - $60,000
	Commence Year 1 (Q3), with ongoing inputs over years 2 to 6 (ending Q2)	
Fund-raising, events and marketing company/NGO **Total: US$85,000** *Budget note 25*	The services of an experienced fund-raising/events/marketing company or consortium of consultants will be required under Component 3 to support targeted conservancies with efforts to diversify and grow conservancy revenues through: improved branding; hosting events and functions; developing new products, services and destinations; implementing fund-raising campaigns; preparing funding applications to donors (Output 3.3). *Year 2, commencing Q1*	

Consultant/Rate	Time Input	Tasks, Inputs and Outputs
Communications Service Provider Total: US$72,000 *Budget note 25*	The project will appoint a company/consortium to deliver the following services/products under Component 4: (i) Draft, produce, distribute communications pieces and media articles and materials for the project (Output 4.1), including communications support related to regional and local HWC and WC symposia to be convened by the project, and preparation of materials for presentation at GWP or other knowledge-exchange conferences - $52,000 (ii) Design and host a project webpage and other social media platforms (Output 4.1) - $20,000 *Commence in Year 1 (Q3), with ongoing inputs across the lifespan of the project*	
Trainers (HWC) Total: US$ 90,000 *Budget Note 12* *(Note, full budget provision includes costs of incidentals and fees of the trainers)*	Contractual appointment of an NGO(s), training institution(s), or consortium of experts to develop and deliver training programmes under Component 1, as follows: • specialist HWC-related training to regional HWC Coordination Unit staff (Output 1.1) - **US$45,000**; Years 2 (starting Q3) and 3; • Specialized training in Human-Predator Conflict Management for selected conservancy rangers (Output 1.3) - **US$45,000**; *commence in Year 2 with ongoing support in Years 3 to 5*	
Trainers (Anti-poaching) **Total: 90,000** *Budget Note 21* *(Note, full budget provision includes costs of incidentals and fees of the training service provider)*	Contractual appointment of a service provider (NGO/training institution/company or consortium of experts) to deliver accredited anti-poaching training courses (basic and, advanced training, and annual refresher training courses) to anti-poaching personnel under Output 2.1 - training to include, inter alia: First aid, tracking; arrest and search procedures; escalation procedures; patrol strategies and methods; management of wildlife crime scenes; animal identification and behaviour; safety procedures for dealing with dangerous game; self-defense; survival skills and general bush craft; map reading; GPS and radio comms; use of SMART devices ; physical fitness; reporting skills; human rights principles; negotiation and conflict resolution; mental preparedness and stress management. *Initial training in Year 1 (Q3), with follow up in Years 2, 3, 4 and 5 (Qs 2 and 3)*	
Trainers (wildlife economy) **Total: 131,000** *Budget Note 25* *Note, full budget provision includes costs of incidentals and fees of the training service provider)*	Local businesses/training service providers or consortium of experts to deliver formal, accredited training and provide ongoing mentorship to address skills gaps identified during the capacity gaps assessment carried out under Output 3.2. Training to incorporate, inter alia, business management; hospitality services; marketing and communications; culinary services/catering; financial management; administrative services; tour guiding; maintenance services (plumbing; electrical, vehicles); security services. *Start training in Year 2 (Q4), with ongoing inputs through to Year 6 (Q3)*	
International contracting		
Wildlife Forensics Expert Contract type: IC	15 weeks in Years 1 and 2	The services of a wildlife forensics expert with international experience will be contracted under Component 2 to: (i) Prepare standardized national guidelines and SOPs for the management of wildlife crime scenes of investigation (ii) Design a compact, mobile wildlife crime forensics kit for use by field rangers and wildlife crime experts